

A vertical column of various geometric shapes, including squares, diamonds, and triangles, in colors like blue, grey, yellow, green, orange, and purple, arranged in a slightly irregular, descending pattern.

BUSINESS

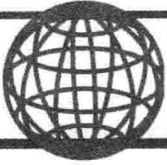
COMMUNICATION

TODAY

Fourth Edition

Courtland L. Bovée

John V. Thill



PREFACE

Presenting vivid insights into real-life business situations and employing a lively, conversational writing style, *Business Communication Today*, Sixth Edition, captures the dynamics of business communication like no other textbook. It also captures the interest of students and teachers alike: In the 14 years since the first edition of *Business Communication Today* was published, millions of students have learned about business communication from this text. We believe this edition will continue its tradition of being the number-one-selling text in the field.

Survey after survey places good communication skills at the top of the list of employee qualifications that are in high demand today. Simply put, those with outstanding communication skills will have an advantage in the workplace, and *Business Communication Today* gives them that crucial edge. By using an involving writing style and eye-opening graphics to crystallize chapter concepts, we draw students into the subject matter, help them understand the importance of excellent communication skills, and prepare them to obtain and pursue satisfying business careers.

This sixth edition of *Business Communication Today* is the centerpiece of a comprehensive teaching and learning package. The text covers all the basic principles and goals as recommended by the Association of Collegiate Business Schools and Programs, the American Assembly of Collegiate Schools of Business (AACSB), and the International Association for Management Education. Moreover, it fully integrates issues critical to successful business communication. Among the many important topics discussed in *Business Communication Today*, the following are given extensive coverage: ethics, cultural diversity, technology, teamwork, law, audience-centered messages, and the writing process.

A Thorough Revision

Successful companies know that they must continually reinvent themselves and their products to meet the ever-changing needs of their customers. This means that companies must listen to the people who use their products daily and incorporate their valuable recommendations in future

product enhancements and revisions. In this sixth edition, we have accomplished all of this. But, we have also done more.

As the market leader, this text has once again raised the standards by which other business communication texts will be measured. For example, the new Part 4, "Information and Technology," is the result of both our own research findings and our conversations with many of today's business leaders who have strongly recommended that we teach students how to process and communicate information in today's high-tech environment. Furthermore, the new integrated exercises and case studies exemplify the type of comprehensive, critical thinking students will need to use when communicating on their jobs. In fact, these changes and more make *Business Communication Today*, Sixth Edition, our most comprehensive revision to date. Following is a closer look at some of the new features we have added to this edition.

NEW! Streamlined and Reorganized Text

This edition streamlines and reorganizes the text, reducing the number of regular chapters from 20 to 18, and making it easier to cover the entire text in one term. Material previously covered in Chapters 1 and 2 has been combined into Chapter 1. The chapter on writing direct requests has been combined with the chapter on writing routine, good-news, and goodwill letters, shortening the letter-writing chapters from four to three. The discussion of interpersonal communication skills such as listening and working in teams has been expanded and moved to Chapter 2. And the discussion of the writing process now begins one chapter earlier.

NEW! Part 4: Information and Technology

A new three-chapter part on information and technology has been created: Chapter 10, "Communicating Information through the Internet and Other Technologies," discusses how businesses today are using new technologies to communicate, the advantages these new technologies provide in the workplace, and the challenges they create; Chapter 11, "Finding, Evaluating, and Processing Informa-

tion,” is entirely new and presents a detailed, six-step business research process students can use for the remainder of their business studies and on the job; Chapter 12, “Communicating Information through Graphs and Other Visuals,” includes a new multimedia presentation in addition to all new colorful graphs and visual aids that have been prepared using popular software. See “Part-by-Part Changes” for a complete overview of the content of each of these chapters.

NEW! Focus on Integrated Learning

This edition adds two new features—integrated exercises and integrated critical thinking cases—to help students understand the interrelationship and trade-offs involved in communicating effectively. Each chapter now includes two to three exercises (identified with a special icon) that integrate current chapter material with material covered earlier in the text. Integrated topics include channel and media selection, message timing, information overload, communication etiquette, audience-centered messages, message filtering, ethics, communication barriers, message organization, prewriting techniques, writing skills, and more.



New end-of-part case studies, “A Case for Critical Thinking,” integrate material covered in the part with current communication issues faced by popular companies:

- Pillsbury’s Recipe for Candid Talk (employee feedback and communication barriers)
- Caution: E-Mail Can Bite (Microsoft and communication privacy)
- How Boeing Blew It (miscommunication and bad news)
- Yahoo! The Little Search Engine That Could (virtual communication)
- Duplicating Success at Kinko’s (professional-looking reports and presentations)
- Games Recruiters Play (unusual interviewing situations)

Each integrated case includes three critical thinking questions plus an Internet exercise that expands student learning.

NEW! Greater Emphasis on the Communication Process

Because communication product and processes are interrelated, we have reorganized the material in many of the text’s chapters into a series of easy-to-follow steps while still maintaining a strong product orientation. Students will ap-

preciate this logical approach, which includes a seven-step process for planning, organizing, and revising business messages (Chapters 4–6), a sequential approach to developing persuasive messages (Chapter 9), a six-step research process for finding, evaluating, and processing information (Chapter 11), a three-step process for planning, organizing, and writing reports and proposals (Chapter 14), and a three-step process for giving speeches and oral presentations (Chapter 16).

NEW! Tools for Learning

Three new learning tools have been added to this sixth edition to reinforce and apply chapter material:

- *Exploring the Best of the Web.* New end-of-chapter Internet exercises give students hands-on experience in using the rich business communication resources available on the World Wide Web. The exercises are directly tied to the “Best of the Web” features showcased in the chapter.
- *Did You Know?* Each chapter includes three intriguing business communication facts. These facts are closely related to the chapter material and are boxed and strategically placed in the margin. This feature is designed to stimulate student interest and extend student learning.
- *Numbered Learning Objectives and Summary of Learning Objectives.* Each chapter begins with a list of objectives summarizing what students should learn by studying the chapter. These objectives guide the learning process and help motivate students to master the material. The end-of-chapter “Summary of Learning Objectives” restate these learning objectives and summarize chapter highlights to reinforce learning of basic concepts.



Features Link Concepts to the Real World

Business Communication Today, Sixth Edition, paints a realistic picture of the world of business communication that appeals to instructors and to students, and it offers the most up-to-date look at business communication of any book in its field. Designed to hold students’ attention, each chapter presents practical communication advice and tips from women and men working in real companies—people with experience who cope daily with communication problems and opportunities. These role models capture students’ imagination because they symbolize success; they aren’t newcomers in entry-level positions, but people who have proved their abilities and who hold positions that students find inspiring.

Because it encourages students to view themselves as part of an actual organization when completing assignments, this text is the next best thing to on-the-job training. It shows how standard approaches to routine assignments can help students complete work quickly and efficiently. At the same time, it stresses that every situation is different and advises students to think for themselves.

Communication Close-Ups and Communication Challenges

This text offers students the opportunity to learn from other people's successes and failures.

Each chapter begins with an instructive "Communication Close-Up" featuring a communication expert who, in his or her own words, applies the chapter's concepts to common business situations. That expert reappears from time to time throughout the chapter to dramatize the connection between the chapter's contents and life on the job. This on-the-scene, internal company information was gathered through personal interviews with our business associates, friends, and contacts, and it gives *Business Communication Today* the ring of truth that students are so eager for.

Projects called "Communication Challenges" conclude each chapter and are related to the situations described in the "Communication Close-Ups." Each chapter has one individual challenge (to give students "on-the-job" practice applying principles they have just learned) and one team challenge (to give students experience with the collaborative approach so prevalent in business today). These challenges are exclusive to *Business Communication Today*, providing a dimension of reality unmatched by any other textbook in the field.

New "Communication Close-Ups" and "Communication Challenges" added to this sixth edition include features on companies such as Sheraton Hotels Hawaii, SGI, Black Entertainment Television, Corporate Dynamics, Recreational Equipment Incorporated (REI), and Anderson Business Resources.

Real-Company Cases

Business Communication Today was the first business communication textbook to include letter, memo, and e-mail cases featuring real companies almost exclusively, and we continue this tradition. Over 50 percent of the cases in this sixth edition are new. Examples include

- Measuring suppliers: Inside letter requesting reviews at Microsoft
- Suffering artists: Memo refusing high-tech shoes at American Ballet Theater

- Missed target: "Bad news" poll results at the *Journal of the American Medical Association*
- Outsourcing: Kelley Services offers solutions
- Stroke awareness: Letter to Genentech requesting funds for educational campaign
- Relief requested: BestBank customer plea to Colorado Attorney General

Real-World Communication Issues

The boundaries of business communication are always expanding. In addition to covering all the traditional subjects, *Business Communication Today*, Sixth Edition, examines many current issues and provides material to help students successfully manage the following issues.

Ethics

Adhering to high ethical standards takes on a new importance in this age of wavering business behavior. Ethical questions addressed in this book include

- How much to emphasize the positive in business messages (Chapter 4)
- How to handle negative information in recommendation letters (Chapter 7)
- Where to draw the line between persuasion and manipulation in sales letters (Chapter 9)
- How to construct visual aids in a form that will convey a company's point of view without misleading the audience (Chapter 12)

Taking an ethical position in the face of pressures and temptations requires more than courage—it requires strong communication skills.

Cultural Diversity

The changing nature of the domestic work force requires strong communication skills to relate to older workers, women, members of various socioeconomic groups, immigrants, and others. Moreover, with such developments as European common currency and the North American Free Trade Agreement (NAFTA), and with the growth of worldwide information access via the Internet, the continuing globalization of business necessitates strong skills to communicate effectively with people from other countries (Chapter 3).

Communication Technology

Students will be expected to know how to use the Internet and other communication technologies once they enter the workplace. E-mail, electronic meetings, and videoconferencing are changing the way businesspeople communicate.

In fact, more and more people are interacting through computers today than face to face, and this trend will continue. To survive in today's business world, students need to master high-tech communication skills. They also need to understand that advances in communication technology bring with them additional challenges such as information overload, privacy, data security, clarity, and new rules for communication etiquette (Chapters 1, 5, 6, and 10). Even the job of referencing documents from electronic media must be mastered (Component Chapter B).

Law

The increasing tendency of people to sue makes it important to understand the legal implications of written and oral communication. For example, students need to understand the pitfalls of writing recommendation letters (discussed in Chapter 7). Other issues include the laws that govern sales letters and collection messages (discussed in Chapter 9), and the legality of employment interview questions (discussed in Chapter 18).

Employment Search

More and more people are making radical mid-career job changes, whether by choice or because their companies are downsizing and flattening hierarchies. These people need to master new communication skills to compete in today's job market. New text coverage explains how to prepare electronic and HTML résumés, and the discussion of using the Internet to find job openings and employer information has been updated (Chapter 17). The unit is completed by highlighting what today's employers are looking for in job candidates and by providing students with practical advice so they can prepare for job interviews (Chapter 18).

Real-World Insights

Boxed and strategically placed throughout the text, 35 special features extend the chapter material. Since the first edition of *Business Communication Today* was published, we have been searching through publications and interviewing respected authorities to provide insights into the business world that are not found in other textbooks. These special features center on four well-integrated themes.

Sharpening Your Skills

Practical pointers and confidence-building guidelines help students improve writing and speaking skills in special features such as

- Send Me a Memo on It; or Better Yet, Don't
- Writing Headings That Spark Reader Interest



- Sixteen Tough Interview Questions: What to Say When You're Stopped in Your Tracks
- Use Plain English, Please!

Focusing on Ethics

By examining critical ethical issues that face business communicators in today's workplace, students gain instruction on how to identify areas of ethical vulnerability, how to steer clear of ethical perils, and when to seek ethical advice. Special features cover a wide range of topics, including

- The Tangled Web of Internet Copyrights
- Warning: Deceptive Résumés Can Backfire
- Visual Aids That Lie: The Use and Abuse of Charts and Graphs
- Doublespeak: Why No One Knows What Anyone's Saying Anymore



Communicating across Cultures

Tested techniques help students communicate successfully both in the global arena and across the growing cultural diversity at home. Cultural issues are explored in special features such as

- Actions Speak Louder Than Words All Around the World
- Should Companies Stress English Only on the Job?
- Good Ways to Send Bad News Around the World
- How Direct Is Too Direct?



Keeping Pace with Technology

Specific techniques offer students guidance for using technological applications to improve business communication. Special features present a well-balanced selection of technological topics, including

- E-Mail Etiquette: Minding Your Manners Online
- High-Tech Job Hunting: The Secrets of Finding Employment on the World Wide Web
- From Digits to Dust
- Canning Spam



Each special feature includes two questions, ranging from discussion topics to application exercises.

Real-World Internet Resources

The World Wide Web, a component of the Internet, contains a wealth of valuable resources. To acquaint students with Web sites that relate to the content of *Business Communication Today*, a "Best of the Web" feature describing an especially useful site



is included in each chapter. Examples of the “Best of the Web” feature include

- Polish Your Skills in Audience Analysis
- Check Out Materials at this Library 24 Hours a Day
- Avoid Embarrassment by Avoiding Common Errors
- Link Your Way to a Better Job Search

Real-Company Photographs

Yet another distinctive feature of this book is its use of photographs (most of them from real companies). Each photo is accompanied by a caption that describes how it relates to business communication. The photos cover a rich assortment of people, organizations, and events, and all of them give students an intimate glimpse into the real-life application of the topic being studied.

Reliable and Effective Pedagogy Sparks Student Learning and Real-World Competencies

Having an accurate picture of how businesspeople communicate is important, but students need more if they are to develop usable skills. What skills and competencies do students need to be successful in the workplace? According to the SCANS (Secretary’s Commission on Achieving Necessary Skills) report from the Department of Labor, students need effective interpersonal skills, information gathering and processing skills, systems design and improvement skills, technological skills, and time and resource management skills. *Business Communication Today*, Sixth Edition, includes an extraordinary number of pedagogical devices that simplify teaching, facilitate learning, stimulate critical thinking, maintain student interest and enjoyment, and emphasize the skills and competencies necessary for students to make the transition from academia to the workplace.

In-Depth Critiques

Throughout *Business Communication Today*, Sixth Edition, you will find up-to-date sample documents, many collected from our consulting work. These documents are superb business examples that provide students with benchmarks for achievement. Many of these documents are fully formatted letters or memos presented on company letterhead; other documents are fully formatted e-mail messages. All “In-Depth Critiques” are accompanied by a caption explaining the particular business situation and by a sentence-by-sentence analysis that helps students see precisely how to apply the principles discussed in the text. Additional documents are displayed in the text, some in-

cluding poor and improved examples to illustrate common errors and effective techniques for correcting them.

Documents for Analysis

Students can critique and revise 29 documents in 11 chapters. Documents include letters, memos, e-mail messages, a letter of application, a résumé, and visual aids. This hands-on experience in analyzing and improving documents will help students revise their own.

Checklists

To help students organize their thinking when they begin a communication project, make decisions as they write, and check their own work, we have included 29 checklists throughout the book and located them as closely as possible to the related discussions. These checklists are reminders, however—not “recipes.” They provide useful guidelines for writing, without limiting creativity. Students will find them handy when they are on the job and need to refresh their memory about effective communication techniques.

Critical Thinking Questions

End-of-chapter Critical Thinking Questions (144 in all) are designed to get students thinking about the concepts introduced in each chapter. They may also prompt students to stretch their learning beyond the chapter content. Not only will students find them useful when studying for examinations, but instructors may also draw on them to promote classroom discussions about issues that have no easy answers.

Exercises and Cases

A wide variety and wealth of exercises (202) and cases (128), many of them e-mail and memo-writing tasks, provide real-world, on-the-job assignments. In addition, each chapter includes an individual and team-based communication challenge that ties the chapter-opening vignette to real-life communication issues and reinforces chapter material. A special exercise or a case (marked with an icon) requires access to the World Wide Web and gives students practice in using the Internet to solve communication problems.



Margin Notes

Short summary statements that highlight key points and reinforce learning appear in the margins of *Business Communication Today*, Sixth Edition. 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.

Lively, Conversational Writing Style

Read a few pages of this textbook and then read a few pages of another textbook. We think you will immediately notice the difference. The lucid writing style in *Business Communication Today*, Sixth Edition, makes the material pleasing to read and easy to comprehend. It stimulates interest, promotes learning, and exemplifies the principles presented in this book. We have also carefully monitored the reading level of *Business Communication Today* to make sure it is neither too simple nor too difficult.

Book Design

The state-of-the-art design is based on extensive research and invites students to delve into the content. It makes reading easier, reinforces learning, and increases comprehension. The boxed special features and other elements do not interfere with the flow of textual 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.

This text has been attractively printed, and the dramatic use of full color throughout the book gives it exceptional visual appeal. In addition, students will learn from carefully crafted illustrations of important concepts in each chapter: graphs, charts, tables, and photographs.

Part-by-Part Changes

With an eye to emphasizing and integrating important topics, we have critically evaluated virtually every sentence in the text, making literally hundreds of refinements. Members of the academic and business communities have carefully reviewed it, and we have tested it in the classroom. Instructors, businesspeople, and students have all praised its thorough coverage of subject matter, its up-to-date examples, its flexible organization, and its authentic portrayal of business. Here is an overview of the major content changes in the sixth edition:

Part 1: Foundations of Business Communication (*Chapter 1: Understanding Business Communication; Chapter 2: Listening, Working in Teams, and Understanding Nonverbal Communication; Chapter 3: Communicating Interculturally*) combines and reorganizes material previously discussed in Chapters 1 and 2 into Chapter 1, providing a more logical flow of material and reducing discussion of communication concepts and theories; strengthens emphasis of six vital communication themes that recur throughout the book: open communication climate, ethics, intercultural messages, audience-centered thinking, wise and responsible use of technology, and efficient and effective

message preparation and flow; moves discussion of interpersonal skills to Chapter 2 so students can practice these skills when completing team challenges and group exercises; increases discussion of collaborative writing, running productive meetings, working in teams, improving listening skills, and giving effective feedback; expands discussion of high- and low-context cultures in Chapter 3, and emphasizes the importance of understanding and respecting cultural differences in today's workplace.

Part 2: The Writing Process (*Chapter 4: Planning Audience-Centered Business Messages; Chapter 5: Organizing and Composing Audience-Centered Business Messages; Chapter 6: Revising Audience-Centered Business Messages*) starts discussion on the writing process one chapter earlier; completely reorganizes chapters, redistributes material, in-text examples, and exercises to increase coverage and achieve a better balance between chapters; increases discussion of audience analysis and channel and medium selection; streamlines and simplifies the writing process into seven steps (three stages) for a more logical approach; now begins writing-skills exercises in Chapter 4, giving students three full chapters of practice; strengthens discussion of improving communication effectiveness by controlling style and tone, carefully selecting words, and creating effective sentences; moves and expands discussion of using bullets and lists to composition chapters; now updates and integrates material previously discussed in the technology chapter into the writing process; and strengthens composition and organization process with increased in-text examples and new supporting figures.

Part 3: Letters, Memos, E-Mail, and Other Brief Messages (*Chapter 7: Writing Routine, Good-News, and Goodwill Messages; Chapter 8: Writing Bad-News Messages; Chapter 9: Writing Persuasive Messages*) now shortens letter-writing chapters from four to three by combining the chapter on writing direct requests with the chapter on writing routine, good-news, and goodwill letters; reorganizes combined chapter material by message type; Chapter 7 now focuses on messages more suitable for the direct organizational plan, whereas Chapter 8 now focuses on messages more suitable for the indirect organizational plan; increases discussion of differences between the direct and indirect organizational plans and includes a supporting figure to highlight these differences; reorganizes Chapter 9 and expands discussion of components required to build a strong persuasive argument; adds new figure on the AIDA organizational plan and a new checklist on developing persuasive messages; strengthens discussion of using persuasive tools and semantics to reinforce arguments; adds new material on

dealing with audience resistance and avoiding common mistakes when crafting persuasive arguments; places greater emphasis on the importance of an audience-centered tone; adds new figure to clarify the difference between product features and consumer benefits; moves business summaries to Chapter 13; replaces nearly half of all end-of-chapter letter-writing cases; and adds end-of-chapter exercises in addition to the case assignments in all chapters in the past.

Part 4: Information and Technology (Chapter 10: *Communicating Information Through the Internet and Other Technologies*; Chapter 11: *Finding, Evaluating, and Processing Information*; Chapter 12: *Communicating Information Through Graphs and Other Visuals*), an entirely new text part, provides students with information management skills they will need to compete in today's workplace. It includes mostly new material and centralizes research techniques and information management skills previously discussed in many chapters, providing students with tools they can use early in the course. Chapter 10 now focuses on how businesses are using the Internet to communicate; updates and expands coverage of new communication technologies including intranets, extranets, and speech recognition software; now explains how search engines work and clarifies the difference between push and pull technology; adds a new table of popular search engines by category; adds a new checklist on high-tech etiquette; and elaborates on technology-related communication issues in the workplace such as information overload, privacy, data security, and employee productivity.

Chapter 11 is entirely devoted to a new six-step research process for finding, evaluating, and processing business information. The step-by-step process shows students how and where to begin business research—where to look for different types of business information, how to conduct an effective library and online database search using boolean and proximity operators, and how to evaluate and finalize sources; expands coverage of taking notes, conducting interviews, giving appropriate source credit, and outlining; adds new material on how to paraphrase; adds several new figures and tables to diagram the research process; and teaches students how to stay focused and keep research materials organized.

Chapter 12 combines graphics, visual aids, and multimedia presentation material previously discussed in two chapters into one; adds new discussion of how to design and deliver electronic business presentations using popular software; includes detailed steps, basic design principles, and a variety of new model slides and handouts; and adds all-new graphs and visuals in addition to a new checklist for creating effective visual aids.

Part 5: Reports and Oral Presentations (Chapter 13: *Communicating through Reports*; Chapter 14: *Planning, Organizing, and Writing Reports and Proposals*; Chapter 15: *Completing Formal Reports and Proposals*; Chapter 16: *Giving Speeches and Oral Presentations*) now presents a clear definition and differentiation of the types of informational and analytical reports used in business applications. It now focuses entirely on a step-by-step approach for planning, organizing, and writing reports; moves material on research to Part 4 and restructures material to improve information flow; and simplifies discussion of organizing material based on logical arguments. The chapter on public speaking and oral presentations adds new material on overcoming anxiety, choosing words carefully, and handling audience questions effectively; and includes new material on using visual aids effectively in reports and oral presentations.

Part 6: Employment Messages (Chapter 17: *Writing Résumés and Application Letters*; Chapter 18: *Interviewing for Employment and Following Up*) updates all sample résumés and expands discussion of preparing and adapting résumés to electronic and HTML format; adds greater emphasis on adopting the “you” attitude when drafting résumés and application letters; includes new discussion of posting résumés online; now explains the résumé scanning process; adds a new reference table for online job searches; expands discussion of adopting the AIDA organizational plan for job application messages; adds new material on what employers look for in job candidates; explains how to use the Internet to find competitive salary information; highlights increased use of situational interviews in the workplace; and updates and expands sample interview questions.

Part 7: Special Topics in Business Communication (Component Chapter A: *Format and Layout of Business Documents*; Component Chapter B: *Documentation of Report Sources*) moves the entire section on using source information to Chapter 11 in order to incorporate discussion of note taking, copyrights, and fair use in the six-step research process. It now provides an entirely new chapter on the *Chicago* style, *APA* style, and *MLA* style.

Web Site for Students

The PHLIP/Companion Web site at <http://www.prenhall.com/bovee> offers a wealth of materials and technological experience for students:



- The *Interactive Study Guide* provides a variety of chapter-by-chapter multiple-choice, true/false, and essay questions tied to the chapter objectives so that students can quiz themselves on topics covered in the text.

Students can take advantage of the online hints feature, receive immediate feedback on their answers, and then e-mail the results to their professor or teaching assistant.

- *Current Events and Examples* provide an array of current articles with an exercise built around them as well as additional examples in business communication that are presented with helpful learning objectives and discussion points.
- *Internet Exercises* direct students to Web sites to analyze real companies, perform research, and answer thought provoking questions.
- A *Study Hall* offers four major areas: (1) “Ask the Tutor” allows students to post questions or comments to a threaded conference message board maintained for their course, (2) the “Career Center” offers many resources for employment help and includes assistance in preparing a letter of application and a résumé, (3) the “Writing Center” offers tools and techniques for writing more effectively, (4) and the “Study Skills Center” helps students develop their ability to learn more effectively and to achieve greater success in college.
- The *Research Area* provides tutorials for developing skills in using the vast resources of the Internet.

Study Guide

An accompanying study guide provides chapter-by-chapter exercises designed to reinforce comprehension of key concepts presented in this text and to promote good language and writing skills. Features include Master Key Concepts, Quiz Yourself, Build Your Skills, Develop Your Word Power, plus 20 lessons on English essentials.

An Unsurpassed Instructional Resource Package

The instructional package accompanying this text is specially designed to simplify the task of teaching and learning. The supplementary package for the sixth edition of *Business Communication Today* has been thoroughly revised, and several new and exciting features have been added.

Instructor’s Resource Manual

This comprehensive paperback book is an instructor’s tool kit. Among the many things it provides are sample syllabi, lesson plans, and class activities for each chapter, suggested solutions to exercises, suggested solutions and fully formatted letters for every case in the letter-writing chapters, sections on collaborative writing and cooperative learning groups, and a grammar pretest and posttest. All lectures for *Business Communication Today*, Sixth Edition, have been

completely rewritten and are now keyed to PowerPoint slides and color acetate transparencies. This manual is also available electronically to faculty at the book’s Web site.

PowerPoint Lecture Presentation Slides

A set of over 320 new slides is available on PowerPoint 97. These colorful slides highlight and reinforce the major concepts of the text. Keyed to the Instructor’s Resource Manual, these electronic slides include fade-outs, flying bullets, hypertext links, and many dazzling effects.

Acetate Transparency Program

A set of 100 large-type color transparency acetates, available to instructors on request, helps bring concepts alive in the classroom and provide a starting point for discussing communication techniques. All transparencies are keyed to the Instructor’s Resource Manual.

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.

Prentice Hall Custom Test, Windows Version

Based on a state-of-the-art test generation software program developed by Engineering Software Associates (ESA), *Prentice Hall Custom Test* is suitable for your course and can be customized to your class needs. You can originate tests quickly, easily, and error free. You can create an exam, administer it traditionally or online, evaluate and track students’ results, and analyze the success of the examination—all with a simple click of the mouse.

Communication Briefings Video Series and Video Guide

Accompanying the text is a series of videos from Communication Briefings, a firm known for its monthly newsletter and its video series. The video set is available without charge to adopters of *Business Communication Today*. Included in the series are the following videos:

- Everyone’s Teamwork Role
- Communicating for Results: How to Be Clear, Concise, and Credible
- Better Business Grammar
- Make the Phone Work for You
- Listen and Win: How to Keep Customers Coming Back

How to See Opportunity in a Changing Workplace
Resolving Conflicts: Strategies for a Winning Team
Make Presentations Work for You

In addition, a separate video guide is available. Features include synopses of each video and discussion questions. To order the set, please call 1-800-388-8433.

Interactive CD-ROM

Have students learn valuable lessons about communicating effectively in a variety of business situations prior to experiencing them first-hand. The “Perils of Pauline” is an exciting interactive CD-ROM that uses custom video scenarios linked with exercises and activities. Your students help Pauline, a recent college graduate, deal with real-world communication predicaments in her first job. Students must use their knowledge from the text to answer questions, and based on their responses, they are shown likely outcomes of their choices with video clips. This interactive CD-ROM can be packaged with the text for a nominal cost.

New York Times Supplement

This supplement, published twice a year, offers a collection of *New York Times* articles to help keep your class current through additional discussion topics and project ideas.

Career Search Supplement

Beginning Your Career Search, by James O’Rourke, offers straightforward, practical advice on how to write a résumé, where and how to find company information, and how to conduct yourself during an interview. Also included are sample introductory, cover, follow-up, and “thank you” letters.

Internet Supplement

Surfing for Success in Business Communication: An Internet Guide is a brief discipline-specific guide to the Internet, and can be packaged with the text at no additional cost. Students will get answers to frequently asked questions, such as how to get up and running, how to get their message out in style, how to conduct job research and prepare résumés, and how to find their way on the information super-highway, and they will get to participate in distance learning (updated annually).

Business Communication Update Newsletter for Faculty

Delivered exclusively by e-mail every month, the newsletter provides interesting materials that can be used in class, and it offers practical ideas about teaching methods. To re-

ceive a complimentary subscription, simply send a blank message by e-mail to majordomo@po.databack.com today. In the message area, insert the following two lines:

```
subscribe bcu
end
```

Authors’ E-Mail Hotline for Faculty

Integrity, excellence, and responsiveness are our hallmarks. This means providing you with textbooks that are academically sound, creative, timely, and sensitive to instructor and student needs. As an adopter of *Business Communication Today*, you are invited to use our E-Mail Hotline. We want to be sure you’re completely satisfied, so if you ever have a question or a concern related to the text or its supplements, please e-mail us at bovee-thill@uia.net. We’ll get back to you as quickly as possible.

Web Site for Faculty

Visit the PHLIP/Companion Web site at <http://www.prenhall.com/bovee>. The site includes downloadable resources, including the Instructor’s Resource Manual and Lecture Presentation Slides (PowerPoint 97). Also included is an archive of teaching materials, faculty Internet resources, and a moderated conference and chat group that provides opportunities for asking questions, making suggestions, and sharing new teaching ideas. The faculty Web site is password-protected to prevent student access.

WebCT

In addition to the wealth of resources and information found on the companion Web sites, we now offer WebCT with this text at an additional cost.

WebCT allows you to create your own full-length, online course, or to simply produce online materials to supplement existing courses. For more information, contact your Prentice Hall sales representative.

Personal Acknowledgments

Business Communication Today, Sixth Edition, is the product 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 this textbook could continue to feature real people at actual companies: Clarence Wooten Jr. and Andre Forde, Metamorphosis Studios; Virginia Johnson, Minnesota Mining & Manufacturing; Michiru Tamanai and Kayomi Kaneda, Sheraton Hotels Hawaii; Jeff Hagen, General Mills; Julian Santoyo, Community Health Group; Adrienne Proeller, Turner Broadcasting System; Silva Raker, The Nature

Company; Yia Eason, Olmec Toys; Jeanne Anderson, AT&T Language Line Services; Kim Daus, Silicon Graphics; Charley Shin, Gosh Enterprises; Curtis Symonds, BET Holdings; Wesley Van Linda, Narada Records; Dierdre Ballou, San Diego Wild Animal Park; Mark Landiak, Corporate Dynamics; Leann Anderson, Anderson Business Resources; Doug Halm, Recreational Equipment Incorporation (REI); and Jodi DeLeon, Microsoft.

We are grateful to Barbara Schatzman for her remarkable talents and valuable contributions; to Lianne Downey for her unique insights and perspectives; to Joe Glidden for his dedication and expertise; to Jackie Estrada for her noteworthy talents and wise counsel; and to Terry Anderson for her breadth of knowledge and outstanding communication skills.

We appreciate the useful contributions of Deborah Valentine, Emory University; Anne Bliss, University of Colorado, Boulder; Carolyn A. Embree, University of Akron; Carla L. Sloan, Liberty University; Doris A. Van Horn Christopher, California State University, Los Angeles; and Susan S. Rehwaldt, Southern Illinois University.

Recognition and thanks to Mary Leslie, Don Fitzgerald, Donald Anderson, and Quentin Decker at Grossmont College.

We also feel it is important to acknowledge and thank the Association for Business Communication, an organization whose meetings and publications provide a valuable forum for the exchange of ideas and for professional growth.

Thanks to the many individuals whose valuable suggestions and constructive comments have contributed to the success of this book. The authors are deeply grateful for the efforts of Robert Allen, Northwest Connecticut Community College; Lois J. Bachman, Community College of Philadelphia; Jane Bennett, Dekalb College; Mary Bresnahan, Michigan State University; Julian Caplan, Borough of Manhattan Community College; Donald Crawford, West Georgia College; Susan Currier, California Polytechnic State University; David P. Dauwalder, California State University, Los Angeles; Carol David, Iowa State University; Rod Davis, Ball State University; Earl A. Dvorak, Indiana University, Bloomington; Norma J. Gross, Houston Community College; Florence Grunkemeyer, Ball State University; Maxine Hart, Baylor University; Susan Hilligoss, Clemson University; Louise C. Holcomb, Gainesville Junior College; J. Kenneth Horn, Southwestern Missouri State University; Randolph H. Hudson, Northeastern Illinois University; Edna Jellesed, Lane Community College; Betty Johnson, Stephen F. Austin State University; Paul J. Killorin, Portland Community College; Lorraine Krajewski, Louisiana State University; Patricia Kuriscak, Niagara County

Community College; Reva Leeman, Portland Community College; Ethel A. Martin, Glendale Community College; Kenneth R. Mayer, Cleveland State University; Gertrude M. McGuire, University of Montevallo; Willie Minor, Phoenix College; Evelyn P. Morris, Mesa Community College; Linda Munilla, Georgia Southern College; Tom Musial, Saint Mary's University; Alexa North, Georgia State University; Devern Perry, Brigham Young University; Paul Preston, University of Texas, San Antonio; Thomas P. Proietti, Monroe Community College; Nelda Pugh, Jefferson State College; Richard David Ramsey, Southeastern Louisiana University; Lillian E. Rollins, Dekalb College; W. J. Salem, Central Michigan University; Grant T. Savage, Texas Tech University; Dorothy Sibley, Brevard Community College; Roberta M. Supnick, Western Michigan University; Sumner B. Tapper, Northeastern University; Vincent Trofi, Providence College; Linda N. Ulman, University of Miami; Dona Vasa, University of Nebraska; Ruth A. Walsh, University of South Florida; John L. Waltman, Eastern Michigan University; Kathryn Jensen White, University of Oklahoma; Mimi Will, Foothill College; J. Douglas Andrews, University of Southern California; Jane Beamish, North Country Community College; Pauline Ann Buss, William R. Harper College; James L. Godell, North Michigan University; Kenneth Gorman, Winona State University; Francis N. Hamlet, Longwood College; William Hendricks, Temple University; Elizabeth Jenkins, Pennsylvania State University; Barbara Jewell, Pierce College; Elaine Krajewski, Louisiana State University; Reeva Leeman, Portland Community College; Virgil R. Pufahl, University of Wisconsin, Platteville; Jim Rucker, Fort Hays State University; Carla L. Sloan, Liberty University; Jeremiah J. Sullivan, University of Washington; Rose Ann Swartz, Ferris State University; Janet Adams, Mankato State University; Sauny Dills, California Polytechnic State University; and Claudia Rawlins, California State University, Chico; Janet Adams, Mankato State University; Bill Hendricks, California University, Pennsylvania; Carol Lutz, University of Texas, Austin; Glynn Morse, Georgia College, Georgia; and David Victor, East Michigan University.

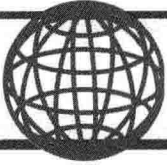
A special debt is owed to the following individuals who reviewed the fifth edition in preparation for the sixth edition: J. Douglas Andrews, University of Southern California; Lillie Anderton-Lewis, North Carolina A&T State University; Dr. Colleen Vawdrey, Utah Valley State College; Nanette Clinch Gilson, College of Business, San Jose State University; and Susan Eisner, Ramapo College.

We want to extend our warmest appreciation to the devoted professionals at Prentice Hall. They include Sandra

Steiner, President; James Boyd, Vice President/Editorial Director; Natalie Anderson, Editor-in-Chief; Linda Schreiber, Senior Editor; Kristen Imperatore, Assistant Editor; Debbie Clare, Marketing Manager; all of Prentice Hall Business Publishing, and the outstanding Prentice Hall sales representatives. Finally, we thank Judy Leale, Associate Managing Editor, and Lynda P. Hansler, Produc-

tion Editor, for their dedication. We are grateful to copyeditor Margo Quinto, designer Lorraine Castellano, permissions coordinator Monica Stipanov, and photo researcher Melinda Alexander for their superb work.

Courtland L. Bovée
John V. Thill



CONTENTS IN BRIEF

Preface xv

PART 1 FOUNDATIONS OF BUSINESS COMMUNICATION 1

- Chapter 1:** Understanding Business Communication 2
Chapter 2: Listening, Working in Teams, and Understanding Nonverbal Communication 34
Chapter 3: Communicating Interculturally 60

PART 2 THE WRITING PROCESS 89

- Chapter 4:** Planning Audience-Centered Business Messages 90
Chapter 5: Organizing and Composing Audience-Centered Business Messages 122
Chapter 6: Revising Audience-Centered Business Messages 162

PART 3 LETTERS, MEMOS, E-MAIL, AND OTHER BRIEF MESSAGES 197

- Chapter 7:** Writing Routine, Good-News, and Goodwill Messages 198
Chapter 8: Writing Bad-News Messages 244
Chapter 9: Writing Persuasive Messages 286

PART 4 INFORMATION AND TECHNOLOGY 335

- Chapter 10:** Communicating Information through the Internet and Other Technologies 336
Chapter 11: Finding, Evaluating, and Processing Information 366
Chapter 12: Communicating Information through Graphs and Other Visuals 398

PART 5 REPORTS AND ORAL PRESENTATIONS 437

- Chapter 13:** Communicating through Reports 438
Chapter 14: Planning, Organizing, and Writing Reports and Proposals 468
Chapter 15: Completing Formal Reports and Proposals 510
Chapter 16: Giving Speeches and Oral Presentations 560

PART 6 EMPLOYMENT MESSAGES 587

- Chapter 17:** Writing Résumés and Application Letters 588
Chapter 18: Interviewing for Employment and Following Up 626

PART 7 SPECIAL TOPICS IN BUSINESS COMMUNICATION 659

- Component Chapter A:** Format and Layout of Business Documents 660
Component Chapter B: Documentation of Report Sources 686

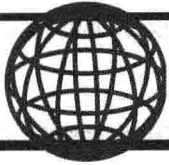
- Appendix I:** Fundamentals of Grammar and Usage A-1
Appendix II: Correction Symbols A-19

References R-1

Acknowledgments AC-1

Organization/Company/Brand Index I-1

Subject Index I-4



CONTENTS

Preface xv

PART 1: FOUNDATIONS OF BUSINESS COMMUNICATION 1

CHAPTER 1: Understanding Business Communication 2

COMMUNICATION CLOSE-UP AT METAMORPHOSIS STUDIOS 2

Communication, Business, and You 4

The Basic Forms of Communication 4

Nonverbal Communication 4 • Verbal Communication 5

Functions and Forms of Organizational Communication 7

Internal Communication 7 • External Communication 11

The Process of Communication 15

Communication Barriers 17

Communication Barriers between People 17 • Communication Barriers within Organizations 19

How to Overcome Barriers and Improve Communication 21

Fostering an Open Communication Climate 21 • Committing to Ethical Communication 23 •

Understanding the Difficulties Involved in Intercultural Communication 25 • Adopting an

Audience-Centered Approach to Communication 25 • Using Technology Wisely and Responsibly to

Obtain and Share Information 26 • Creating and Processing Your Messages Effectively and Efficiently 27

COMMUNICATION CHALLENGES AT METAMORPHOSIS STUDIOS 30

Summary of Learning Objectives 31

Critical Thinking Questions 31

Document for Analysis 31

Exercises 32

Sharpening Your Skills

PSSST! I Heard It through the Grapevine 11

Focusing on Ethics

Ethical Boundaries: Where Would You Draw the Line? 24

CHAPTER 2: Listening, Working in Teams, and Understanding Nonverbal Communication 34

COMMUNICATION CLOSE-UP AT 3M 34

Understanding the Importance of Nonverbal Communication 36

The Types of Nonverbal Communication 36 • How to Improve Your Communication Skills 39

Improving Your Oral Communication Skills 39

Speaking 40 • Listening 41 • Giving Feedback 45

Working in Teams and Small Groups 45

Understanding Group Dynamics 46 • Writing in Teams 50

Making Your Meetings More Productive 51

Arranging the Meeting 52 • Getting Everyone Involved 53

Handling Difficult Interpersonal Situations 54

Resolving Conflict 55 • Overcoming Resistance 56

COMMUNICATION CHALLENGES AT 3M 57

Summary of Learning Objectives 57

Critical Thinking Questions 58

Exercises 58

Communicating across Cultures

Actions Speak Louder Than Words All around the World 38

Keeping Pace with Technology

Electronic Meetings: Work Together—Wherever You Are—to Get the Results You Want 49

CHAPTER 3: Communicating Interculturally 60

COMMUNICATION CLOSE-UP AT SHERATON HOTELS HAWAII 60

The Importance of Intercultural Business Communication 62

Understanding Culture and Cultural Differences 62

Recognizing Cultural Differences 64 • Dealing with Language Barriers 71 • Dealing with Ethnocentric Reactions 73

Tips for Communicating with People from Other Cultures 73

Learning about a Culture 75 • Developing Intercultural Communication Skills 77 • Negotiating across Cultures 78 • Handling Written Communication 80 • Handling Oral Communication 83

COMMUNICATION CHALLENGES AT SHERATON HOTELS HAWAII 84

Summary of Learning Objectives 84

Critical Thinking Questions 84

Exercises 85

Communicating across Cultures

Test Your Intercultural Knowledge 66

Communicating across Cultures

Should Companies Stress English Only on the Job? 74

PART 1 A CASE FOR CRITICAL THINKING

Pillsbury's Recipe for Candid Talk 86

PART 2: THE WRITING PROCESS 89

CHAPTER 4: Planning Audience-Centered Business Messages 90

COMMUNICATION CLOSE-UP AT GENERAL MILLS 90

Understanding the Composition Process 91

Step 1: Defining Your Purpose 93

Common Purposes of Business Messages 93 • How to Test Your Purpose 94

Step 2: Analyzing Your Audience and Adapting Your Message 95

Develop Your Audience's Profile 95 • Satisfy Your Audience's Informational Needs 98 • Satisfy Your Audience's Motivational and Practical Needs 100 • Establish a Good Relationship with Your Audience 102

Step 3: Selecting the Appropriate Channel and Medium 111

Oral Communication Media 113 • Written Communication Media 114 • Electronic Communication Media 115

COMMUNICATION CHALLENGES AT GENERAL MILLS 118

Summary of Learning Objectives 118

Critical Thinking Questions 118

Document for Analysis 119

Exercises 119

Sharpening Your Skills

Send Me a Memo on It; or Better Yet, Don't 94

Focusing on Ethics

Doublespeak: Why No One Knows What Anyone's Saying Anymore 105

CHAPTER 5: Organizing and Composing Audience-Centered Business Messages 122

COMMUNICATION CLOSE-UP AT COMMUNITY HEALTH GROUP 122
Step 4: Organizing Your Message 124

What Good Organization Means 124 • Why Good Organization Is Important 126 • How Good Organization Is Achieved 128

Step 5: Composing Your Message 139

Controlling Your Style and Tone 139 • Selecting the Best Words 143 • Creating Effective Sentences 147 • Developing Coherent Paragraphs 151 • Shaping Your E-Mail Messages 155

COMMUNICATION CHALLENGES AT COMMUNITY HEALTH GROUP 158
Summary of Learning Objectives 158
Critical Thinking Questions 158
Document for Analysis 158
Exercises 159
Sharpening Your Skills

Overcoming Your Fear of the Blank Page 130

Sharpening Your Skills

Use Plain English, Please! 144

CHAPTER 6: Revising Audience-Centered Messages 162

COMMUNICATION CLOSE-UP AT TURNER BROADCASTING SYSTEM 162
Step 6: Editing and Rewriting Your Message 164

Evaluating Your Content and Organization 164 • Reviewing Your Style and Readability 165 • Rewriting Your Message 168 • Writing in Groups and Critiquing the Writing of Another 174

Step 7: Producing and Proofreading Your Message 177

Using Technology to Compose and Revise Your Message 177 • Using Technology to Design Your Message 184 • Using Technology to Distribute Your Message 189

COMMUNICATION CHALLENGES AT TURNER BROADCASTING SYSTEM 190
Summary of Learning Objectives 190
Critical Thinking Questions 190
Documents for Analysis 191
Exercises 191
Sharpening Your Skills

How to Proofread Like a Pro: Tips for Creating the Perfect Document 178

Keeping Pace with Technology

From Digits to Dust 180

PART 2 A CASE FOR CRITICAL THINKING

Caution! E-Mail Can Bite 193

PART 3: LETTERS, MEMOS, E-MAIL, AND OTHER BRIEF MESSAGES 197

CHAPTER 7: Writing Routine, Good-News, and Goodwill Messages 198

COMMUNICATION CLOSE-UP AT THE NATURE COMPANY 198
Strategies for Routine Requests and Positive Messages 200

Routine Requests 201 • Positive Messages 203

Orders 205

Placing Orders 206 • Acknowledging Orders 207

Routine Requests for Information and Action 208

Requests to Company Insiders 208 • Requests to Other Businesses, Customers, and Other Outsiders 210 • Replies to Requests for Information and Action 210

Routine Messages Involving Claims and Adjustments 211

Direct Requests for Claims and Adjustments 212 • Favorable Responses to Claims and Adjustment Requests 213

Routine Credit Requests and Approvals 217

Making Routine Credit Requests 217 • Approving Routine Credit Requests 218

Inquiries about People and Positive Responses 219

Recommendation and Reference Requests 220 • Letters Responding to a Recommendation Request 220

Good News and Goodwill Messages 222

Good News about Employment 224 • Good News about Products and Operations 225 • Goodwill Messages 226

Directives and Instructions 230**COMMUNICATION CHALLENGES AT THE NATURE COMPANY 232****Summary of Learning Objectives 232****Critical Thinking Questions 233****Documents for Analysis 233****Exercises 234****Communicating across Cultures**

How Direct Is Too Direct? 200

Focusing on Ethics

Recommendation Letters: What's Right to Write? 224

CHAPTER 8: Writing Bad-News Messages 244

COMMUNICATION CLOSE-UP AT OLMEC TOYS 244**Strategies for Organizing Bad-News Messages 246**

Creating an Audience-Centered Tone 247 • Choosing an Organizational Approach 247 • Using the Indirect Plan 248 • Using the Direct Plan 252

Communicating Negative Answers and Information 254

Providing Bad News about Products 255 • Denying Cooperation with Routine Requests 256 • Declining Invitations and Requests for Favors 257

Delivering Bad News to Customers 257

Conveying Bad News about Orders 257 • Refusing Adjustment for Claims and Complaints 259 • Refusing to Extend Credit 262

Conveying Unfavorable News about People 263

Refusing to Write Recommendation Letters 264 • Rejecting Job Applications 265 • Giving Negative Performance Reviews 266 • Terminating Employment 269

Handling Bad News about Company Operations or Performance 269**COMMUNICATION CHALLENGES AT OLMEC TOYS 271****Summary of Learning Objectives 271****Critical Thinking Questions 272****Documents for Analysis 272****Exercises 273****Communicating across Cultures**

Good Ways to Send Bad News around the World 254

Sharpening Your Skills

How to Take the Sting out of Criticism and Foster Goodwill 268