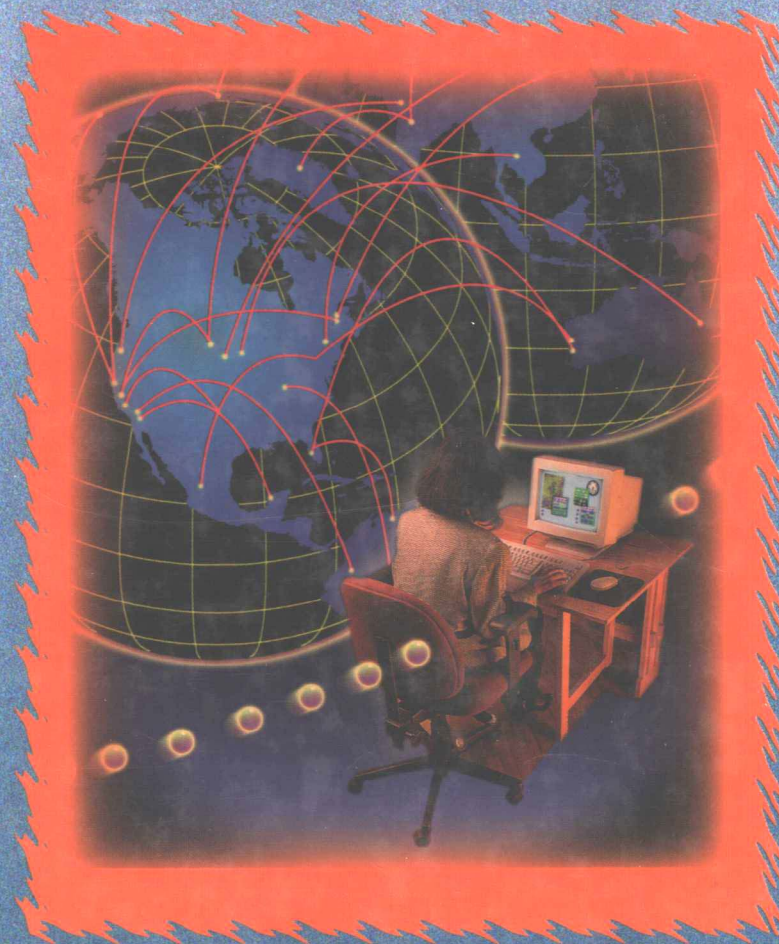


BUSINESS COMMUNICATION TODAY



FIFTH EDITION

**COURTLAND L. BOVÉE
JOHN V. THILL**

BUSINESS COMMUNICATION TODAY

F i f t h E d i t i o n

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PREFACE

This fifth edition marks a milestone for *Business Communication Today* and is especially exciting because it has a new publisher, Prentice Hall. Instructors and students will be well served by Prentice Hall's commitment to excellence.

This textbook serves the students who use it by giving them what they need to succeed. Demographic trends suggest that the current generation of college students will face ever tougher competition obtaining jobs and vying for top corporate positions. Simply put, today's students will have to wait longer to get ahead. Those with outstanding communication skills will have an advantage, and *Business Communication Today* gives them that crucial edge.

By presenting vivid insights into real-life business situations and employing a lively, conversational writing style, *Business Communication Today* captures the dynamics of business communication like no other textbook. It also captures the interest of students and teachers alike: In the 12 years since the first edition was published, more than 1.2 million students have learned about business communication from *Business Communication Today*.

This fifth edition covers all the basic principles in traditional sequence, as recommended by the Association of Collegiate Business Schools and Programs. Moreover, it fully integrates issues critical to successful business communication. Among the many important topics discussed in *Business Communication Today*, Fifth Edition, the following are given extensive coverage: ethics, law, cultural diversity, technology, audience-centered messages, and the writing process. Moreover, this edition strengthens the real-world examples and applications that relate to actual companies. The writing style is as involving as ever, and the eye-opening graphics crystallize chapter concepts. This text is the centerpiece of a comprehensive teaching and learning package. We believe that no other textbook in the field is as successful as *Business Communication Today* at drawing students into the subject matter, helping them understand the importance of excellent communication skills, and preparing them to obtain and pursue satisfying business careers.

A Real-World Focus

Business Communication Today, Fifth Edition, paints a realistic picture of the world of business communication—which appeals to instructors and to students. It is profoundly interesting to students and is designed to hold their attention. In every chapter, students hear from actual women and men 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.

Real-Company Examples

This text offers students the opportunity to learn from other people's successes and failures. To understand our commitment to that concept, glance at the table of contents. You will see that this text was written with the cooperation of many businesses, among them such well-respected giants as Disney, Mobil, Microsoft, and General Mills as well as successful smaller organizations such as Metamorphosis Studios, Gosh Enterprises, and Rocky Mountain Institute.

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.

Real-Company Documents

Throughout *Business Communication Today*, Fifth Edition, you will find up-to-date sample documents, many collected in our consulting work. These documents are superb business examples providing students with benchmarks for achievement.

The chapters on letters and memos contain outstanding examples from many types of organizations and from people working in a variety of functional areas. Many of these documents are fully formatted and presented on the letterhead of such well-known companies as Host Marriott, Blockbuster Entertainment Group, Duracell International, Office Depot, and Mattel Toys. Other documents are presented as fully formatted e-mail messages on screen. All these 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 text, some including poor and improved examples to illustrate common errors and effective techniques for correcting them.

The chapters on report writing also contain numerous examples. For instance, Chapter 14 presents six case histories of reports (one a business plan), from inception through completion. And the last chapter of the unit illustrates the step-by-step development of a long report, which appears in its entirety to show how all the parts fit together.

Real-World Features

Boxed and strategically placed throughout the text, 39 special features extend the chapter material. Ever since the first edition of *Business Communication Today* was published, we have been searching 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 features such as

- How to Proofread Like a Pro: Tips for Creating the Perfect Document
- Eight Keys to Achieving Total Quality and Customer Satisfaction
- How to Take the Sting Out of Criticism and Foster Goodwill
- Sixteen Tough Interview Questions: What to Say When You’re Stopped in Your Tracks

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. 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
- Handwriting Analysis: Should It Be Used to Determine Your Employment Potential?

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 well explored in features such as

- Crossing Cultures Without Crossing Signals: Your Listening Skills Can Bridge the Gap
- More than Word for Word—The Importance of Accurate Translation
- Good Ways to Send Bad News Around the World
- Understand Intercultural Audiences, and You’ll Be Understood

Keeping Pace with Technology

Specific techniques offer students guidance for using technological applications to improve business communication. 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

- Writing for the Web: Sales Messages in Cyberspace
- Your Audience Will Get the Picture: Presentation Software Can Create Lively Business Speeches

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

Real-Company Cases

Business Communication Today was the first business communication textbook to include a majority of cases featuring real companies, and we continue this tradition. Examples include

- Japanese wake-up call: E-mail at Starbucks
- Internet appliances: Persuasive letter requesting phone companies to test Oracle's software
- We won't go: Memo at Domino's Pizza requesting information
- Please don't scream: Letter from Haagen-Dazs explaining a flavor switch
- Olestra's slipping: Bad-news memo at Procter & Gamble

Real-World Issues

The boundaries of business communication are always expanding. So in addition to covering all the traditional subjects, *Business Communication Today*, Fifth Edition, examines many current issues. For example, because both the communication product and the process to achieve it are so important in today's business world, we balance our presentation of the process approach with a strong product orientation. This book also contains an unparalleled discussion of employment-related topics, including indispensable techniques for getting a job in our service-oriented economy. In addition, the text provides material to help students manage a myriad of current issues in business communication.

Ethics

Every message, whether verbal or nonverbal, communicates something about our values and ethics. Thus students must be given the means to anticipate and analyze the ethical dilemmas they will face on the job. Moreover, 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 6)
- How to handle negative information in recommendations (Chapter 9)

- Where to draw the line between persuasion and manipulation in sales letters (Chapter 11)
- How to construct visual aids in a form that will convey a company's point of view without misleading the audience (Chapter 16)

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

Crisis Communication

Whether it's the bombing of the Federal Building in Oklahoma City or the deaths from contaminated hamburger served at Jack in the Box fast-food outlets, recent catastrophes emphasize the value of planning for crisis communication (Chapter 1).

Communication Barriers

The shift toward a service economy means that more and more careers will depend on interpersonal skills. Instead of working on an assembly line, people will be interacting with other people, making it vital for people to overcome communication barriers (Chapter 2).

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 access via the Internet, the continuing globalization of business necessitates strong skills to communicate effectively with people from other countries (Chapter 3).

Business Technology

Advances in communication technology are altering the way people communicate in organizations. More and more, students will be interacting with and through computers. To survive in the business world of today and tomorrow, students need to master ever more powerful machines and software to become comfortable with communication channels such as the Internet, e-mail, and companywide intranets (Chapter 4). 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 9). Other issues include the laws that govern sales letters and collection messages (discussed in Chapter 11) and the legality of employment interview questions (discussed in Chapter 13).

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 and the new electronic sources for job openings, as well as information pertaining to their new jobs (Chapter 12).

Communication Versatility

Small businesses create most of the new jobs and employ more people than large corporations do. Since these small businesses are unable to support communication specialists for specific jobs, people working for them need to be versatile in their communication skills—writing letters and reports, talking on the phone, giving speeches, making sales presentations, creating presentation slides, and producing professional-looking documents.

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.

Students can access the site by using the URL provided or by going to the Web site for this text <<http://www.phlip.marist.edu>> where live links will take students straight to the site of their choice.

Examples of the Best of the Web feature include

- Create Your Own Web Site
- Connect Now with a Virtual Library
- Search Thousands of Full-Text Articles Instantly
- Link Your Way to a Better Résumé

Real-Company Photographs

Yet another distinctive feature of this book is its use of photographs (most of them from real companies). Each picture 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.

Real-World Competencies—SCANS (Secretary's Commission on Achieving Necessary Skills)

Like no other business communication text, this edition emphasizes the skills and competencies necessary for students to make the transition from academia to the workplace. As described in the SCANS report from the Department of Labor, it is essential that students meet national standards of academic and occupational skill. To help accomplish the SCANS goal, this text offers interactive pedagogy (much of which is grounded in real-world situations): Learning Objectives, Communication Close-Ups, Communication Challenges, questions in special feature boxes, In-Depth Critiques, Documents for Analysis, Checklists, Critical Thinking Questions, boldfaced in-text key terms, a photo and illustration program, Summaries, Exercises, Cases, and Web exercises.

A RELIABLE PEDAGOGY

Having an accurate picture of how businesspeople communicate is important, but students need more if they are to develop usable skills. In *Business Communication Today*, Fifth Edition, we have included well-tested learning tools to instill good skills and enhance comprehension.

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 close 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.

Documents for Analysis

Students can critique and revise 29 documents in 10 chapters. Documents include letters, memos and 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.

Exercises and Cases

A wealth of exercises (180) and cases (154), many of them e-mail and memo-writing tasks, provide assignments like those that students will most often face at work. The exercises and cases deal with all types and sizes of organizations, domestic and international. Each chapter also includes an exercise or a case that requires access to the World Wide Web, giving students practice with this fast-growing communication technology. We have written every case for a variety of majors and have categorized them for each selection. With such an array to choose from, students will have ample opportunities to test their problem-solving skills.

Component Chapters and Appendixes

For maximum flexibility in designing a course tailored to students' needs, this textbook contains two Component Chapters (placed near the end of the book): (A) Format and Layout of Business Documents and (B) Documentation of Report Sources. Also at the end of the book are two Appendixes: (I) Fundamentals of Grammar and Usage and (II) Correction Symbols (for help in proofreading, revising assignments, and interpreting an instructor's corrections; these symbols and marks also make it easier for instructors to grade assignments). Even when not assigned, students will find these component chapters and appendixes useful for reference.

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*, Fifth 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.

Learning Objectives

Each chapter begins with a concise list of goals that students are expected to achieve by reading the chapter and completing the exercises and cases. These objectives are

meant to guide the learning process, motivate students to master the material, and aid them in measuring their success.

Margin Notes

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

Chapter Summaries

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

End-of-Chapter Critical Thinking Questions

The Critical Thinking Questions (120) 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 the instructor may also draw on them to promote classroom discussion of issues that have no easy answers.

Indexes

To assist students and instructors in locating information as conveniently as possible, two types of indexes are included in the book: Organization/Company/Brand Index and a Subject Index.

Color Art and Strong Visual Program

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.

Book Design

The state-of-the-art design is based on extensive research and invites students to delve into the content. It also makes reading easier, reinforces learning, and increases comprehension. 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.

A THOROUGH REVISION

When preparing the fifth edition of *Business Communication Today*, we dedicated ourselves to a thorough revision. For example, we have once again entirely rewritten the technology chapter. Moreover, we emphasize the growing influence of the Internet throughout the text. 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 competent 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 fifth edition:

Chapter 1: Communicating Successfully in an Organization

Now includes two “In-Depth Critique” sample documents to expose students as early as possible to business letters and memos; maintains emphasis on the six vital themes that recur throughout the book: open communication climate, ethics, intercultural messages, technological tools, audience-centered thinking, and efficient message flow.

Chapter 2: Understanding Business Communication

Presents a new transactional model of the communication process to help students clearly envision this basic tenet of business communication; maintains its emphasis on overcoming communication barriers.

Chapter 3: Communicating Interculturally

Now clarifies the relationship between growing technology and increasing global opportunities; shows e-mail on screen (as do many chapters throughout the text); maintains its emphasis on how intercultural differences can block successful communication, both in the U.S. work force and across national boundaries; increases the emphasis on cultural diversity in the U.S. work force and across national boundaries.

Chapter 4: Communicating Through Technology

Updates discussion emphasizing how technology affects communication; offers guidance about when it is appropriate

to use various tools; introduces ways that the Internet is changing business communication; guides students in selecting the most appropriate messages for e-mail.

Chapter 5: Planning Business Messages

Expands the coverage of collaborative writing while emphasizing the composition process: planning (defining your purpose, analyzing your audience, establishing your main idea, and selecting the appropriate channel and medium), composing (organizing and outlining your message, and formulating your message), revising (editing, rewriting, producing, and proofing your message); strengthens discussion of electronic channels in relation to oral and written channels.

Chapter 6: Composing Business Messages

Now offers guidelines on shaping an e-mail message and advice on e-mail etiquette; also clarifies the three levels of style: informal, conversational, formal—with most business writing being conversational.

Chapter 7: Revising Business Messages

Now includes coverage of critiquing the writing of others so that students can collaborate more smoothly; expands material on active and passive voice, giving more examples; also expands coverage of parallelism and gives more examples.

Chapter 8: Writing Direct Requests

Updates discussion of salutations; increases the number of fully formatted sample documents, using the “In-Depth Critique” format; now includes new section on requesting information via the Internet and e-mail; updates all in-text sample messages; replaces nearly half of the end-of-chapter cases.

Chapter 9: Writing Routine, Good-News, and Goodwill Messages

Now includes a section on the reading and writing processes involved in summarizing; increases the number of fully formatted sample documents, using the “In-Depth Critique” format; updates all in-text sample messages; replaces nearly half of the end-of-chapter cases; updates chapter material by deemphasizing less used topics such as writing order acknowledgments, providing credit references, and sending out goodwill greetings.

Chapter 10: Writing Bad-News Messages

Expands section on rejecting job applicants; updates chapter material by deemphasizing less used topics such as negative messages about orders; increases the number of fully formatted documents, using the “In-Depth Critique” format; updates all in-text sample messages;

strengthens transitions between sections; balances discussion of the direct and indirect approaches to negative messages; replaces nearly half of the end-of-chapter cases.

Chapter 11: Writing Persuasive Messages

Completely reorganizes chapter structure to include a more thorough discussion of persuasion, including avoiding faulty logic and using the Toulmin model to test arguments; expands material on fund-raising letters and selling an idea on the job; shifts emphasis from sales letters to other persuasive messages on the job; increases the number of fully formatted sample documents, using the “In-Depth Critique” format; updates all in-text sample messages; replaces most of the end-of-chapter cases; introduces coverage of sales letters on the Web; deemphasizes collections material.

Chapter 12: Writing Résumés and Application Letters

Updates and replaces all sample résumés to be more readable, to represent computer-generated documents, to provide a résumé and application letter written by the same applicant, and to include a two-year graduate; now includes information on e-mail mailing lists, job-oriented Usenet newsgroups, and job banks on the Web; includes a new section on scannable résumés; strengthens all transitions between major sections; adds a brief section on employment portfolios; adds a discussion of how to build job experience through internships, temporary job assignments, and so forth; integrates material on intercultural differences with regard to the employment search; expands the uses for résumés; emphasizes the importance of continuously updating a résumé.

Chapter 13: Interviewing for Employment and Following Up

Strengthens transitions between major sections throughout (especially preview and review statements); expands discussion of the open-ended interview; adds a new section on video résumés/interviews; suggests advantages of videotaping mock interviews for evaluation; improves discussion of thank-you messages; expands the section on letters of resignation.

Chapter 14: Using Reports and Proposals as Business Tools

Now incorporates more material on electronic reports; updates and replaces all sample reports and extracts; expands the discussion of business plans while maintaining the clear definition and differentiation of the types of reports used in business applications.

Chapter 15: Planning and Researching Reports and Proposals

Now includes a discussion of two problem-solving methods: relative merit and hypothesis; strengthens transitions between all major sections (especially preview statements); expands discussion of problem statements; clarifies the section on factoring by simplifying the language; emphasizes the reasoning process behind selecting an appropriate organizational plan; expands the discussion of conclusions.

Chapter 16: Developing Visual Aids

Now explains where and how to cite the source of information in a visual aid; explains the concept of chartjunk; updates all computer graphics material; incorporates information on the importance of intercultural differences with regard to visual aids.

Chapter 17: Writing Reports and Proposals

Strengthens the link to concepts presented in earlier chapters (such as style, tone, “you” attitude, positive language, and concise wording); assembles all material on structural clues under the heading “Helping Readers Find Their Way”; distinguishes between transitions that link ideas within paragraphs and those that link ideas between paragraphs and sections; expands discussion of bullets and numbering; adds section on preview and review statements.

Chapter 18: Completing Formal Reports and Proposals

Now discusses how to introduce sources; uses examples from the sample business report; updates report production material with information on computerized report design; expands coverage of executive summaries; completely revises documentation and citation procedures; updates entire sample report, including citation references.

Chapter 19: Listening, Interviewing, and Conducting Meetings

Reorganizes some material for easier reading; expands coverage of telephone skills; updates and clarifies entire section on listening; adds examples of each type of listening; strengthens transitions between all major sections; strengthens link to intercultural barriers mentioned in Chapters 2 and 3.

Chapter 20: Giving Speeches and Oral Presentations

Now includes discussion to help students understand the importance of preview and review statements during a presentation or speech; discusses the benefits of using

an outliner from software packages such as PowerPoint; revises writing style to raise the reading level and to delineate the discussions of preparing for and delivering a speech; expands discussion of the question-and-answer period after a speech or presentation.

Component Chapter A: Format and Layout of Business Documents

Adds e-mail formatting to the discussion; completely updates specific details of format and layout; retains the convenience of presenting all formatting material in one well-organized component chapter.

Component Chapter B: Documentation of Report Sources

Simplifies and strengthens discussion by gathering bibliographic entries and source notes into two separate figures; now includes citations for Web sites, e-mail, and newsgroups; emphasizes the reference list (or bibliography) over source notes; emphasizes the author-date method of reference citation (as do most style manuals) while deemphasizing the superscript method that requires separate source notes; maintains and greatly simplifies the discussion of source notes.

Appendix I: Fundamentals of Grammar and Usage

Clarifies the description and discussion of grammatical rules and usage problems.

Appendix II: Correction Symbols

Clarifies the use of correction symbols and abbreviations so that students can easily understand teacher evaluations and can readily use proofreading marks when evaluating their own work.

AN UNSURPASSED TEACHING PACKAGE

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

Instructor's Resource Manual

This comprehensive paperback book is an instructor's tool kit. Among the many things it provides are a section on collaborative writing, suggested solutions to exercises, suggested solutions and fully formatted letters for every case in the letter-writing chapters, and a grammar pretest and posttest.

Test Bank

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

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

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.

Color Acetate Transparency Program

A set of 100 large-type color transparency acetates, available to instructors on request, help bring concepts alive in the classroom and provide a starting point for discussion of communication techniques. All are keyed to the *Instructor's Resource Manual*. Many contrast poor and improved solutions to featured cases from the textbook.

PowerPoint Presentation Software

The overhead transparency program is also available on PowerPoint 4.0. The software is designed to allow you to present the overhead transparencies to your class electronically.

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—**NEW!**
Communicating for Results: How to Be Clear,
Concise, and Credible—**NEW!**

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.

College NewsLink

Specific course-related articles from *The New York Times* and other major daily newspapers are available to professors and students by e-mail subscription and through campus intranets. Internet links within the articles will also provide access to thousands of corporate, educational, and government World Wide Web sites related to the course.

Web Site

Visit our Web site at <<http://www.phlip.marist.edu>>. Live links to all of the URLs in the book will take professors and students straight to the site of their choice. A wealth of other useful information is also provided.

Business Communication Update Newsletter

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 receive a complimentary subscription, simply send a blank message by e-mail to <BCU_Newsletter-subscribe@lists.kz>.

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