

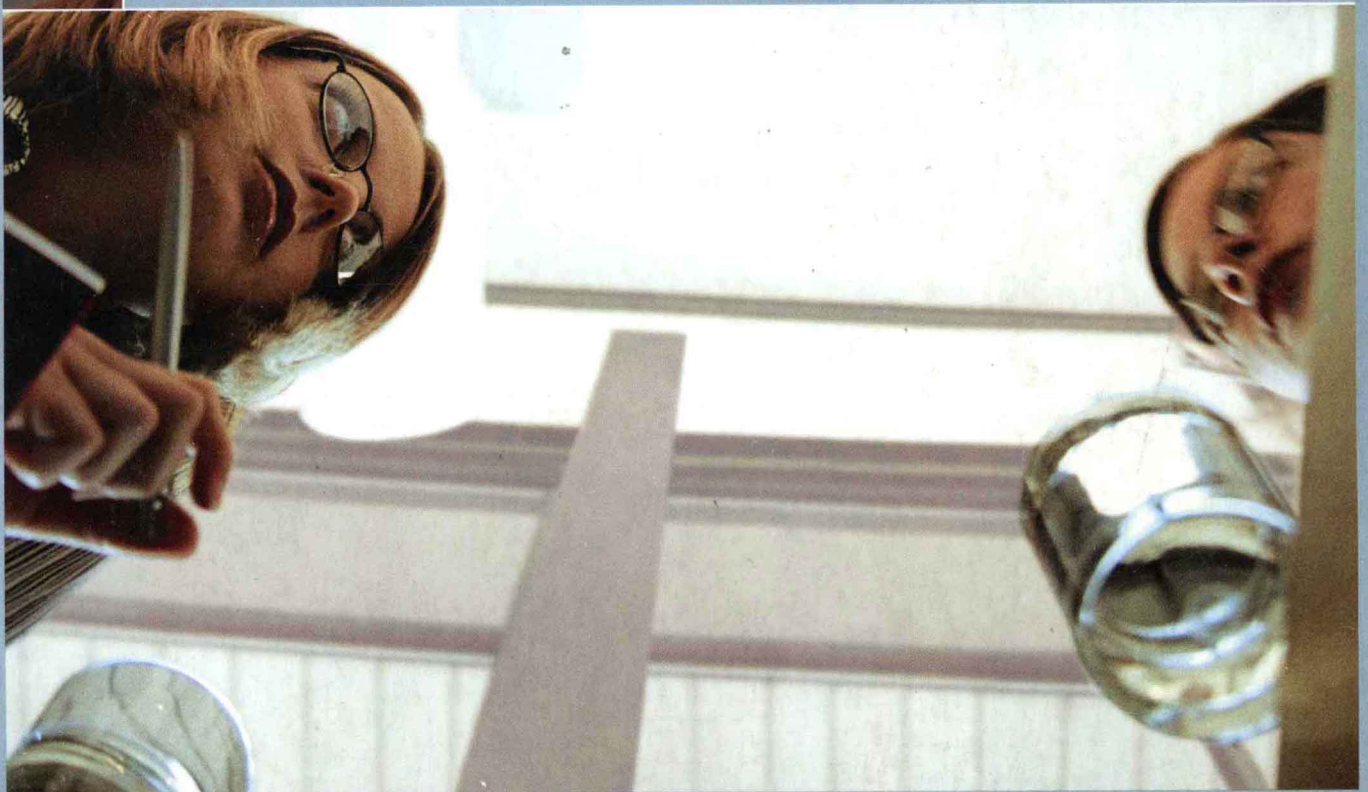
INTERNATIONAL EDITION



EIGHTH EDITION

# Business **Communication** Today

>> BOVÉE / THILL



# BUSINESS COMMUNICATION TODAY

*Eighth Edition*

**COURTLAND L. BOVÉE**

*Professor of Business Communication  
C. Allen Paul Distinguished Chair  
Grossmont College*

**JOHN V. THILL**

*Chief Executive Officer  
Communication Specialists of America*



Pearson Education International



**Acquisition Editor:** David Parker  
**Editorial Assistant:** Denise Vaughn  
**Marketing Manager:** Anke Braun  
**Marketing Assistant:** Patrick Dansozo  
**Senior Managing Editor (Production):** Judy Leale  
**Production Editor:** Cindy Durand  
**Permissions Supervisor:** Charles Morris  
**Production Manager:** Arnold Vila  
**Design Manager:** Maria Lange  
**Art Director:** Janet Slowik  
**Interior Design:** Liz Harasymczuk

**Cover Design:** Liz Harasymczuk  
**Cover Illustration/Photo:** Robert Daly/Image Bank/Getty Images, Inc.  
**Illustrator (Interior):** ElectraGraphics, Inc.  
**Photo Researcher:** Melinda Alexander  
**Image Permission Coordinator:** Nancy Seise  
**Manager, Print Production:** Christy Mahon  
**Composition/Full-Service Project Management:** Lynn Steines, Carlisle Communications  
**Printer/Binder:** Courier/Kendallville  
**Typeface:** Minion 10.5 pt

Credits and acknowledgments for material borrowed from other sources and reproduced, with permission, in this textbook appear on page AC-1.

Microsoft® and Windows® are registered trademarks of the Microsoft Corporation in the U.S.A. and other countries. Screen shots and icons reprinted with permission from the Microsoft Corporation. This book is not sponsored or endorsed by or affiliated with the Microsoft Corporation.

If you purchased this book within the United States or Canada you should be aware that it has been wrongfully imported without the approval of the Publisher or the Author.

**Copyright © 2005, 2003, 2000, 1998, and 1997 Bovée & Thill LLC.**

All rights reserved. Printed in the United States of America. This publication is protected by copyright and permission should be obtained from the publisher, Pearson Prentice Hall, prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or likewise. For information regarding permission(s), write to: Rights and Permissions Department, Pearson Prentice Hall.

**Pearson Prentice Hall™** is a trademark of Pearson Education, Inc.

**Pearson®** is a registered trademark of Pearson plc

**Prentice Hall®** is a registered trademark of Pearson Education, Inc.

Pearson Education LTD.  
Pearson Education Singapore, Pte. Ltd  
Pearson Education, Canada, Ltd  
Pearson Education—Japan

Pearson Education Australia PTY, Limited  
Pearson Education North Asia Ltd  
Pearson Educación de Mexico, S.A. de C.V.  
Pearson Education Malaysia, Pte. Ltd  
Pearson Education, Upper Saddle River, New Jersey



10 9 8 7 6 5 4 3 2 1  
ISBN 0-13-196873-4

# Learn How the Leading Text Blends with Technology to Create a Total Teaching and Learning Solution

Technology now plays a central role in business communication, and technology plays a central role in *Business Communication Today*, too—as both content and pedagogy. The eighth edition builds on 20 years of success with an extensive revision that integrates every vital form of technology that students will be expected to use on the job.

Technology is part of this book's mission to provide students with a solid background in communication fundamentals, a realistic look at the challenges of working in today's demanding business environment, and the skills they need to compete and succeed. From the opening chapter on communication concepts to the closing discussion of employment interviewing, *Business Communication Today* helps students use technology wisely, work quickly under time and budget constraints, and communicate with close attention to ethics and etiquette.

Moreover, only *Business Communication Today* helps instructors and students take full advantage of new advances in technology that can have a highly positive effect on learning. The blending of this textbook with technology, such as its “Document Makeovers” that are presented in an engaging multimedia environment, OneKey learning modules, and interactive website, make the text the most effective teaching and learning tool you'll find for a business communication course.

Because of its vivid insights into real-world communication situations and lively, conversational writing style, this text holds the interest of students and teachers alike. In the two decades since the first edition was published, millions of students have learned about business communication from *Business Communication Today*. The text has been awarded the prestigious Award of Excellence by the Text and Academic Authors Association and is the leading text in the field.

This textbook offers an extraordinary number of devices to simplify teaching, promote active learning, stimulate critical thinking, and develop career skills. As you'll see on the pages that follow, this edition of the text with its high-tech supplements make classes livelier, more relevant, and more enjoyable.

## NEW CONTENT IN THIS EDITION

### Integrated Approach to Technology

Technology is woven into the fabric of this book in every chapter to illustrate the changing ways people are communicating with each other. Students are introduced to the pervasive role of communication technology in a special four-page photo essay in Chapter 1, “Powerful Tools for Communicating Effectively.” These cutting-edge topics throughout the book include the following:





- computer animation
- corporate blogs
- digital rights
- electronic documents
- electronic forms
- electronic presentations
- electronic résumé production
- e-mail
- e-portfolios
- extranets
- graphic design software
- groupware and shared online workspaces
- idea-generation and document-planning software
- image processing tools
- instant messaging
- interactive media
- Internet telephony (VoIP)
- intranets
- linked and embedded documents
- multimedia documents
- multimedia presentations
- online chat systems for sales and customer support
- online research techniques
- online survey tools
- proposal-writing software
- résumé scanning systems
- RSS newsfeeds
- search and metasearch engines
- security and privacy concerns in electronic media (including e-mail hygiene)
- social networking applications
- streaming media
- templates and stylesheets
- translation software
- videoconferencing and telepresence
- virtual agents and bots
- virtual private networks (VPNs)
- web directories
- web publishing systems
- web-based virtual meetings
- webcasts
- website accessibility

## DOCUMENT MAKEOVER

### IMPROVE THIS E-MAIL MESSAGE

To practice correcting drafts of actual documents, visit [www.prenhall.com/onekey](http://www.prenhall.com/onekey) on the web. Click “Document Makeovers,” then click Chapter 7. You will find an e-mail message that contains problems and errors relating to what you’ve learned in this chapter about routine, good-news, and goodwill messages. Use the Final Draft decision tool to create an improved version of this e-mail. Check the message for skilled presentation of the main idea, clarity of detail, proper handling of negative information, appropriate use of resale, and a courteous close.

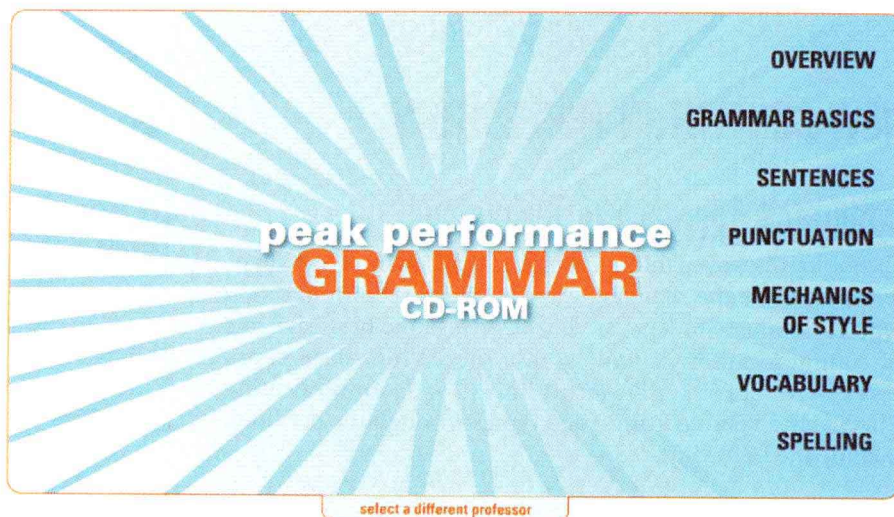


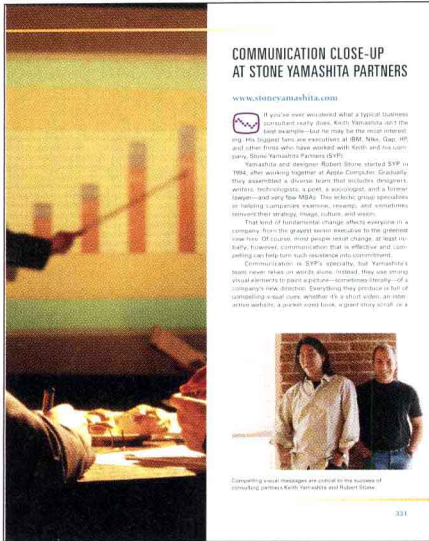
## Document Makeovers

In each chapter of the book, an assignment overview directs students to the OneKey website, where interactive exercises help them apply chapter concepts to an actual business document. “Document Makeovers” offer students an appealing opportunity to refine and reinforce their writing skills in a dynamic multimedia environment.

## Peak Performance Grammar and Mechanics

In each chapter, students are directed to the OneKey website to improve their skills with mechanics and specific parts of speech by using the “Peak Performance Grammar and Mechanics” module. Students can take the pretest to determine whether they have any weak areas; then they can review those areas in the module’s refresher course. Students can also take a follow-up test. For an extra challenge or advanced practice, students can take the advanced test.





## Communication Close-Up

These Communication Close-Ups offer a chapter-framing communication situation. This situation dramatizes the connection between the chapter's contents and life on the job. Reviewers were unanimous in their praise of the rich, engaging real-company examples used to illustrate the book to make communication concepts come alive. To give students the most current picture of business communication possible, all 18 Communication Close-Ups are new in this edition and highlight such intriguing organizations as Mark Burnett Productions (creators of *Survivor* and *The Apprentice*), Toyota Scion, Google, *Rolling Stone* magazine, and the *Complete Idiot's Guides* series.

## Communication Solutions

Each chapter also contains one or more of these special margin notes that are adjacent to the principles in the text to which the solution relates and points to how the person featured in the vignette solved the problem described in the vignette.

## Communication Challenges

These projects conclude each chapter and are related to the situation described in the Communication Close-Up. Each chapter has one individual challenge and one team challenge.

## Special Feature Sidebars

Strategically placed within each chapter, special-feature sidebars extend the chapter material and center on four well-integrated themes: **Ethics Detective**, **Communication Miscues**, **Communication Across Cultures**, and **Connecting with Technology**. The sidebars are seamlessly integrated in the text and are an integral part of the learning experience. The Ethics Detective and Communication Miscues themes are both new, and **a total of 29 sidebars in this edition are new**.

## Increased Coverage of Listening and Teams

To help students strengthen their communication skills, material on listening and working effectively in teams has been expanded and updated to include the latest information. Improved coverage provides students with skills they'll need to gain a competitive edge in today's workplace, including overcoming the tendency to prejudge, listening across cultural and language barriers, and using short-term memorization techniques that boost retention and reduce misinterpretation.

### Communication Solution

Balancing several message goals is the secret to Cone, Inc.'s successful use of positive messages in its work for ConAgra's Feeding Children Better program. Cone's messages help ConAgra maintain a positive image in the marketplace as they help solve the problem of childhood hunger.

### COMMUNICATION CHALLENGES AT CONE, INC.

In addition to serving hot meals, the Kids Café program also provides a safe, nurturing environment that keeps kids out of trouble during the risky afternoon hours from 3:00 to 6:00. To make that time more valuable, many Kids Cafés have started offering sports, crafts, mentoring, and tutoring. These activities require qualified volunteers who are willing to spend a few hours each week working with the kids.

**Individual Challenge:** To staff the tutoring program, ConAgra has asked Cone to create a recruiting campaign that will attract volunteers qualified to help with math, English, and

science homework. One of the most important parts of the campaign will be a letter addressed to current monetary donors. You will be asked to give as little as three hours a month. You, her executive assistant, to draft the letter. What key points should you include in the introduction, body, and conclusion of the letter? Make a brief outline for your instructor.

**Team Challenge:** It's nine months later and the recruiting program has been a success: most Kids Cafés are now offering more tutoring sessions. Carol now asks you to draft a letter of appreciation, which is reviewed by executives at ConAgra. During this review process, ConAgra executives have suggested using the letter to ask volunteers to increase the amount of time they spend tutoring each month. With a small group, discuss the pros and cons of adding this request to your letter. In a brief paragraph, explain your team's conclusions.



## Increased Coverage of Business Etiquette

To obtain employment and succeed on the job, students need to understand and practice workplace etiquette in areas such as personal appearance, teamwork, face-to-face interactions, written correspondence (including maintaining etiquette in both negative and persuasive messages), research (such as respecting the privacy of interview subjects), instant messaging and e-mail, telephone interactions (receiving calls, making calls, reducing cell phone disruptions, and using voice mail), and job search and interviewing.

## Business Communication Videos with Exercises

Entirely new, professionally produced videos cover topics such as ethics, technology, globalization, and intercultural communication. The videos feature real-world examples and are designed to effect a deeper understanding of the concepts and issues covered in the text. Each video is introduced with a synopsis, and exercises ask students to react to the videos by responding to questions, making decisions, and taking the initiative to solve real business communication problems. The following video case teaching guides for instructors are located at [www.prenhall.com/bovee](http://www.prenhall.com/bovee) and in the instructor's manual:

- *Ethical Communication*, 2003, 11:40 minutes
- *Second City: Communication, Innovation, and Creativity*, 2005, 11:13 minutes
- *Communicating in the Global Workplace*, 2003, 11:12 minutes
- *Impact of Culture on Business*, 2004, 18:26 minutes
- *Technology and the Tools of Communication*, 2003, 5:13 minutes

## TRADEMARK FEATURES—ALL UPDATED FOR THIS EDITION



## Emphasis on Process and Product

To help students write business messages quickly, easily, and effectively, chapters are organized into a series of three easy-to-follow steps (planning, writing, and completing business messages). In this eighth edition, the process has been further improved to present steps in a more logical order. A "Three-Step Writing Process" graphic not only illustrates the general process but is also applied to specific examples throughout the book.

## Checklists

Useful during the course and even years after completion, checklists help students organize their thinking when they begin a project, make decisions as they write, and check their own work. Serving as reminders rather than "recipes," these checklists provide useful guidelines without limiting creativity. In the eighth edition, we've improved the checklists by making them more concise, action oriented, and tightly correlated with the wording of the text.

## Sample Documents with Annotated Comments

Students can examine numerous sample documents, many collected by the authors in their consulting work at well-known companies. Some documents are accompanied by a three-step-writing-process graphic, and all documents include marginal annotations to help students understand how to apply the principles being discussed.

## Documents for Analysis

Students have the opportunity in every chapter to critique and revise a wide selection of documents, including letters, memos, e-mail, graphic aids, and résumés. Hands-on experience in analyzing and improving sample documents helps students revise their own business messages.

## Exercises and Cases

Hundreds of exercises challenge students with practical assignments like those they will most often face at work. Each exercise is labeled by type (such as “Team,” “Ethical Choices,” “Self-Assessment,” or “Internet”) to make it easier for instructors to assign specific types of homework activities. Exercises appear in each chapter of the book.

Real-world cases are generally based on actual organizations and appear in Chapters 7–9, 11–12, and 14–15. In Chapters 7–9, because instant messaging is rapidly becoming the preferred communication tool for many businesspeople, **instant messaging cases have been included, a first for a business communication text.**

## ONEKEY ONLINE COURSES

OneKey offers the best teaching and learning online resources all in one place. OneKey is all instructors need to plan and administer their course. OneKey is all students need for anytime, anywhere access to online course material. Conveniently organized by textbook chapter, these compiled resources help save time and help students reinforce and apply what they have learned. OneKey for convenience, simplicity, and success. *OneKey is available in three course management platforms: Blackboard, CourseCompass, and WebCT.*



## For the Student

- **Companion Website** for students includes a student version of the PowerPoint package, an online Quizzing, the English-Spanish Audio Glossary of Business Terms, the Handbook of Grammar, Mechanics and Usage Practice Sessions, and the Business Communication Study Hall—which allows students to brush up on several aspects of business communication—grammar, writing skills, critical thinking, report writing, résumés, and PowerPoint development.
- **OneKey Online Support:** Learning Modules are provided for each chapter and are divided into approximately four sections. Each section has a pretest of five questions, a summary for review, an online learning activity, and a post-test of 10 questions. Also included in the OneKey website are the Peak Performance grammar assessment tool and “Document Makeovers” that allow students to practice their revision skills.







## Instructor's Resource Center available online, in OneKey or on CD-ROM

The Instructor's Resource Center, available on CD, at [www.prenhall.com](http://www.prenhall.com), or in your OneKey online course, provides presentation and other classroom resources. Instructors can collect the materials, edit them to create powerful class lectures, and upload them to an online course management system.

Using the Instructor's Resource Center on CD-ROM, instructors can easily create custom presentations. Desired files can be exported to the instructor's hard drive for use in classroom presentations and online courses.

With the Instructor's Resource Center, you will find the following faculty resources:

- **PowerPoints**

Two PowerPoint packages are available with this text. The first is a fully developed, non-interactive set of instructor's PowerPoints. The second is an enhanced, interactive version of the first with video clips and Web links in each chapter. Both versions contain teaching notes.

- **TestGen Test-Generating Software**

The printed test bank contains approximately 100 questions per chapter including multiple-choice, true/false, short-answer, and scenario-based questions. Short-answer questions are questions that can be answered in one-to-five sentences. Scenario-based questions are essay type questions developed around a short scenario. (*Print version also available.*)

- **Instructor's Resource Manual**

This comprehensive supplement provides all the assistance any instructor would ever need. The manual includes a course planning guide, a cooperative learning guide for groups and small teams, a collaborative writing guide, diagnostic tests of English skills, a video guide, and chapter guides for each chapter in the text. The chapter guides include a chapter outline, lecture notes, answers to "Special Features," instructions for when to best use each overhead transparency, answers to all end-of-chapter questions and exercises, and suggested solutions in the form of fully formatted documents for every case in chapters 7, 8, and 9, plus selected cases in other chapters. (*Print version also available.*)

- **Test Item File (Word file)**

- **Art Files from the Text**

## Transparencies

A set of color transparencies is available to instructors upon request. The acetates highlight text concepts and supply facts and information to help bring concepts alive in the classroom and enhance the classroom experience. (*In print only.*)

## Student Study Guide

This study guide includes a chapter outline, review questions, and study quizzes. Page references to the review questions and quizzes are included.

## Video Series with Teaching Guides

Topic videos highlight five key areas in business communication including culture and technology. All five clips are available on VHS and four selected clips are available on DVD.

**Author's E-Mail Hotline for Faculty at [hotline@leadingtexts.com](mailto:hotline@leadingtexts.com)**

## REVIEWERS

We especially want to thank the reviewers of this new, eighth edition. Their detailed and perceptive comments resulted in excellent refinements. These reviewers include the following:

**Timothy Alder**, *Pennsylvania State University—University Park*  
**Heather Allman**, *University of West Florida*  
**Janice Cooke**, *University of New Orleans*  
**Terry Engebretsen**, *Idaho State University*  
**Joyce Hicks**, *Valparaiso University*  
**Lynda Hodge**, *Guilford Technical Community College*  
**Mary Humphrys**, *University of Toledo*  
**Iris Johnson**, *Virginia Commonwealth University*  
**Marsha Kruger**, *University of Nebraska—Omaha*  
**Marianna Larsen**, *Utah State University*  
**Anita Leffel**, *University of Texas—San Antonio*  
**Richard Malamud**, *California State University—Dominguez Hills*  
**Thomas Marshall**, *Robert Morris University*  
**Leanne Maunu**, *Palomar College*  
**Michael McLane**, *University of Texas—San Antonio*  
**Bronna McNeely**, *Midwestern State University*  
**Holly Payne**, *University of Southern Indiana*  
**Kathy Peacock**, *Utah State University*  
**Folke Person**, *Idaho State University*  
**Diza Sauers**, *University of Arizona*  
**Lucinda Sinclair**, *Longwood University*  
**Rodney Smith**, *University of Dubuque*  
**Bruce Strom**, *University of Indianapolis*  
**Dana Swesen**, *Utah State University*  
**Dennielle True**, *Florida Gulf Coast University*  
**Robyn Walker**, *University of Arizona*  
**Judy Walton**, *Howard University*

Thanks also 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 the following:

**Janet Adams**, *Mankato State University*  
**Elaine Krajewski**, *Louisiana State University*  
**Robert Allen**, *Northwest Connecticut Community College*  
**John Lammers**, *University of Illinois*  
**Lillie Anderton-Lewis**, *North Carolina A&T State University*  
**Reva Leeman**, *Portland Community College*  
**J. Douglas Andrews**, *University of Southern California*  
**Pauline Ann Buss**, *William R. Harper College*  
**Carol Lutz**, *University of Texas—Austin*  
**Lois J. Bachman**, *Community College of Philadelphia*  
**Ethel A. Martin**, *Glendale Community College*  
**Jane Beamish**, *North Country Community College*  
**Kenneth R. Mayer**, *Cleveland State University*  
**Jane Bennett**, *Dekalb College*  
**Gertrude M. McGuire**, *University of Montevallo*  
**Mary Bresnahan**, *Michigan State University*  
**Mary Meredith**, *University of Louisiana*  
**Vivian Brown**, *Laredo Community College*



Willie Minor, *Phoenix College*  
Julian Caplan, *Borough of Manhattan Community College*  
Evelyn P. Morris, *Mesa Community College*  
Donald Crawford, *West Georgia College*  
Glynna Morse, *Georgia College*  
Susan Currier, *California Polytechnic State University*  
Linda Munilla, *Georgia Southern College*  
David P. Dauwalder, *California State University, Los Angeles*  
Tom Musial, *Saint Mary's University*  
Richard David Ramsey, *Southeastern Louisiana University*  
Alexa North, *Georgia State University*  
Carol David, *Iowa State University*  
Devern Perry, *Brigham Young University*  
Rod Davis, *Ball State University*  
Paul Preston, *University of Texas, San Antonio*  
Sauny Dills, *California Polytechnic State University*  
Thomas P. Proietti, *Monroe Community College*  
James Dubinsky, *Virginia Polytechnic Institute and State University*  
Virgil R. Pufahl, *University of Wisconsin—Platteville*  
Earl A. Dvorak, *Indiana University—Bloomington*  
Nelda Pugh, *Jefferson State College*  
Susan Eisner, *Ramapo College*  
Claudia Rawlins, *California State University—Chico*  
Nanette Clinch Gilson, *San Jose State University*  
Sheryll Roeber, *University of Nebraska*  
James L. Godell, *North Michigan University*  
Lillian E. Rollins, *Dekalb College*  
Kenneth Gorman, *Winona State University*  
Jim Rucker, *Fort Hays State University*  
Norma J. Gross, *Houston Community College*  
W. J. Salem, *Central Michigan University*  
Florence Grunkemeyer, *Ball State University*  
Grant T. Savage, *Texas Tech University*  
Francis N. Hamlet, *Longwood College*  
Dorothy Sibley, *Brevard Community College*  
Maxine Hart, *Baylor University*  
Carla L. Sloan, *Liberty University*  
Bill Hendricks, *California University, Pennsylvania*  
Jeremiah J. Sullivan, *University of Washington*  
William Hendricks, *Temple University*  
Roberta M. Supnick, *Western Michigan University*  
Susan Hilligoss, *Clemson University*  
Rose Ann Swartz, *Ferris State University*  
Louise C. Holcomb, *Gainesville Junior College*  
Sumner B. Tapper, *Northeastern University*  
J. Kenneth Horn, *Southwestern Missouri State University*  
Vincent Trofi, *Providence College*  
Randolph H. Hudson, *Northeastern Illinois University*  
Linda N. Ulman, *University of Miami*  
Edna Jellesed, *Lane Community College*  
Dona Vasa, *University of Nebraska*  
Elizabeth Jenkins, *Pennsylvania State University*  
Dr. Colleen Vawdrey, *Utah Valley State College*  
Kathryn Jensen White, *University of Oklahoma*  
David Victor, *Eastern Michigan University*  
Barbara Jewell, *Pierce College*

**Ruth A. Walsh**, *University of South Florida*  
**Betty Johnson**, *Stephen F. Austin State University*  
**John L. Waltman**, *Eastern Michigan University*  
**Paul J. Killorin**, *Portland Community College*  
**William Wardrope**, *Southwest Texas State University*  
**Lorraine Krajewski**, *Louisiana State University*  
**Mimi Will**, *Foothill College*

Reviewers of the Document Makeover feature:

**Lisa Barley**, *Eastern Michigan University*  
**Ellen Leathers**, *Bradley University*  
**Marcia Bordman**, *Gallaudet University*  
**Diana McKowen**, *Indiana University*  
**Jean-Bush Bacelis**, *Eastern Michigan University*  
**Bobbie Nicholson**, *Mars Hills College*  
**Bobbie Davis**, *Southern Louisiana University*  
**Andrew Smith**, *Holyoke Community College*  
**Cynthia Drexel**, *Western State College*  
**Jay Stubblefield**, *North Carolina Wesleyan College*  
**Kenneth Gibbs**, *Worcester State College*  
**Dawn Wallace**, *Southeastern Louisiana University*



# Personal Acknowledgments

*Business Communication Today*, Eighth 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 provided us with valuable advice and support.

We are also indebted to Krispy Kreme Doughnuts, Ace Hardware, Swiss Army Brands, Target, Office Depot, Qantas, PetSmart, General Nutrition, Discovery Communications, Host Marriott Services, Carnival Cruise Lines, National Geographic Society, Greyhound Lines, Herman Miller Inc., and Kelly Services for granting us permission to use materials from their companies. The model memos and letters that are shown in this textbook on company stationery have been included to provide realistic examples of company documents for educational purposes. They do not always represent actual business documents created by these companies.

A very special acknowledgment to George Dovel, whose superb knowledge of technology, distinguished background, and wealth of business experience helped assure the soundness of this project.

Also, we are grateful to Terry Anderson, whose outstanding communication skills, breadth of knowledge, and organizational ability contributed to this book's clarity and completeness; to Jackie Estrada for her remarkable talents and special skills; to Lianne Downey for her unique insights and valuable experience; to Stef Gould for her artistry and exceptional abilities; to Gail Olson, for her dedication and attention to detail; to Joe Glidden for his valuable research efforts; to Todd Landis for his expertise and great ability to motivate; and to John Cutchen and Pam LaBruyere for their wise counsel and sound judgment.

We want to extend our warmest appreciation to the devoted professionals at Prentice Hall. They include Jerome Grant, president; Jeff Shelstad, vice president and editor-in-chief; David Parker, editor; Anke Braun, marketing manager; Denise Vaughn, editorial assistant; Ashley Keim, media project manager; Melissa Yu, assistant editor; all of Prentice Hall Business Publishing, and the outstanding Prentice Hall sales representatives. Finally, we thank Judy Leale, senior managing editor, production, and Cindy Durand, production editor, for their dedication, and we are grateful to Lynn Steines, project manager at Carlisle Communications; Suzanne Grappi, permissions editor; Melinda Alexander, photo researcher and website permissions; Liz Harasymczuk, interior and cover designer; and Janet Slowik, art director, for their superb work.

**Courtland L. Bovée**  
**John V. Thill**

# Contents in Brief

*Preface* xv

## **Part 1. Understanding the Foundations of Business Communication 2**

1. Achieving Success Through Effective Business Communication 2
2. Communicating in Teams and Mastering Listening and Nonverbal Communication 32
3. Communicating Interculturally 60

## **Part 2. Applying the Three-Step Writing Process 86**

4. Planning Business Messages 86
5. Writing Business Messages 116
6. Completing Business Messages 150

## **Part 3. Writing Letters, Memos, E-Mails, and Instant Messages 180**

7. Writing Routine and Positive Messages 180
8. Writing Negative Messages 220
9. Writing Persuasive Messages 262

## **Part 4. Finding and Communicating Information 300**

10. Finding, Evaluating, and Processing Information 300
11. Communicating Information Through Visuals 330

## **Part 5. Planning, Writing, and Completing Reports and Proposals 358**

12. Planning Reports and Proposals 358
13. Writing Reports and Proposals 390
14. Completing Reports and Proposals 418

## **Part 6. Designing and Delivering Oral Presentations 466**

15. Planning, Writing, and Completing Oral Presentations 466
16. Enhancing Presentations with Slides and Transparencies 492

## **Part 7. Writing Employment Messages and Interviewing for Jobs 516**

17. Building Careers and Writing Résumés 516
18. Applying and Interviewing for Employment 550

**Appendix A.** Format and Layout of Business Documents A-1

**Appendix B.** Documentation of Report Sources A-21

**Appendix C.** Correction Symbols A-27

*Video Guide: Applications and Exercises* VG-1

*Handbook of Grammar, Mechanics, and Usage* H-1



Preface xv

## PART 1. UNDERSTANDING THE FOUNDATIONS OF BUSINESS COMMUNICATION 2

### Chapter 1. Achieving Success Through Effective Business Communication 2

#### Communication Close-Up at American Airlines Credit Union 3

#### Achieving Success in Today's Competitive Environment 4

What Employers Expect from You 5

Characteristics of Effective Communication 6

Communication in Organizational Settings 8

#### Understanding Why Business Communication Is Unique 10

The Globalization of Business and the Increase in Workforce Diversity 10

The Increasing Value of Business Information 11

The Pervasiveness of Technology 11

The Evolution of Organizational Structures 11

The Growing Reliance on Teamwork 12

The Barriers to Effective Communication 12

#### Communicating More Effectively on the Job 13

Minimizing Distractions 13

Adopting an Audience-Centered Approach 14

Fine-Tuning Your Business Communication Skills 15

Giving—and Responding to—Constructive Feedback 15

Being Sensitive to Business Etiquette 15

#### Using Technology to Improve Business Communication 16

Keeping Technology in Perspective 22

Using Technological Tools Productively 22

Spending Time and Money on Technology Wisely 23

Reconnecting with People Frequently 23

#### Making Ethical Communication Choices 23

Distinguishing Ethical Dilemmas from Ethical Lapses 24

Ensuring Ethical Communication 24

#### Communication Challenges at AACU 27

Summary of Learning Objectives 27

Test Your Knowledge 28

Apply Your Knowledge 28

Practice Your Knowledge 28

Expand Your Knowledge 30

Learn Interactively 30

Communication Miscues—The High Cost of Failure 5

Connecting with Technology—Extreme Telecommuting 17

Powerful Tools for Communicating Effectively 18

Document Makeover—Improve This Memo 25

### Chapter 2. Communicating in Teams and Mastering Listening and Nonverbal Communication 32

#### Communication Close-Up at The Container Store 33

#### Improving Your Performance in Teams 34

Advantages and Disadvantages of Teams 34

Team Communication 35

Group Dynamics 36

Etiquette in Team Settings 39

#### Making Your Meetings More Productive 41

Preparing for Meetings 42

Leading and Participating in Meetings 42

Using Meeting Technologies 44

#### Improving Your Listening Skills 49

Recognizing Different Types of Listening 49

Understanding the Listening Process 50

Overcoming Barriers to Effective Listening 50

#### Improving Your Nonverbal Communication Skills 52

Recognizing Nonverbal Communication 53

Using Nonverbal Communication Effectively 54

#### Communication Challenges at The Container Store 55

Summary of Learning Objectives 56

Test Your Knowledge 57

Apply Your Knowledge 57

Practice Your Knowledge 57

Expand Your Knowledge 58

Learn Interactively 59

Ethics Detective—Taking Credit Where Credit Isn't Due: When "We" Turns into "I" 39

Document Makeover—Improve This E-Mail Message 41

Communicating Across Cultures—Actions Speak Louder Than Words All Around the World 53

### Chapter 3. Communicating Interculturally 60

#### Communication Close-Up at E-SoftSys 61

#### Understanding the Opportunities and Challenges of Intercultural Communication 62

The Opportunities in a Global Marketplace 62

The Advantages of a Multicultural Workforce 62

The Challenges of Intercultural Communication 63

**Enhancing Your Intercultural Sensitivity 64**

- Understanding the Concept of Culture 64*
- Overcoming Ethnocentrism and Stereotyping 65*
- Recognizing Cultural Variations 66*

**Improving Intercultural Communication Skills 73**

- Studying Other Cultures 73*
- Studying Other Languages 74*
- Respecting Preferences for Communication Style 75*
- Writing Clearly 76*
- Speaking Clearly 77*
- Listening Carefully 80*
- Using Interpreters, Translators, and Translation Software 80*
- Helping Others Adapt to Your Culture 81*

**Communication Challenges at E-SoftSys 82**

- Summary of Learning Objectives 83
- Test Your Knowledge 83
- Apply Your Knowledge 84
- Practice Your Knowledge 84
- Expand Your Knowledge 85
- Learn Interactively 85

**Communicating Across Cultures—Test Your Intercultural Knowledge 67****Connecting with Technology—The Gist of Machine Translation 81****Document Makeover—Improve This Letter 82**

## PART 2. APPLYING THE THREE-STEP WRITING PROCESS 86

**Chapter 4. Planning Business Messages 86****Communication Close-Up at the Complete Idiot's Guides 87****Understanding the Three-Step Writing Process 88**

- Optimizing Your Writing Time 89*
- Planning Effectively 89*

**Analyzing Your Situation 90**

- Defining Your Purpose 90*
- Developing an Audience Profile 91*

**Gathering Information 92**

- Uncovering Audience Needs 93*
- Providing Required Information 93*

**Selecting the Right Medium 95**

- Oral Media 95*
- Written Media 96*
- Electronic Media 97*
- Factors to Consider When Choosing Media 99*

**Organizing Your Information 100**

- Recognizing the Importance of Good Organization 101*
- Defining Your Main Idea 103*
- Limiting Your Scope 104*

- Choosing Between Direct and Indirect Approaches 105*
- Outlining Your Content 107*

**Communication Challenges at The Complete Idiot's Guides 111**

- Summary of Learning Objectives 111
- Test Your Knowledge 112
- Apply Your Knowledge 112
- Practice Your Knowledge 113
- Expand Your Knowledge 115
- Learn Interactively 115

**Ethics Detective—Telling Only Half the Story 95****Document Makeover—Improve This Letter 107****Connecting with Technology—Create and Collaborate with Powerful Outlining Tools 108****Chapter 5. Writing Business Messages 116****Communication Close-Up at Algenix 117****Adapting to Your Audience 118**

- Being Sensitive to Your Audience's Needs 118*
- Building Strong Relationships with Your Audience 123*
- Controlling Your Style and Tone 126*

**Composing Your Message 130**

- Choosing Strong Words 130*
- Creating Effective Sentences 134*
- Crafting Coherent Paragraphs 136*

**Using Technology to Compose and Shape Your Messages 139**

- Composing Effective E-Mail Messages 139*
- Shaping Your Documents with Word Processing Tools 142*

**Communication Challenges at Algenix 144**

- Summary of Learning Objectives 145
- Test Your Knowledge 146
- Apply Your Knowledge 146
- Practice Your Knowledge 146
- Expand Your Knowledge 149
- Learn Interactively 149

**Document Makeover—Improve This Letter 125****Communicating Across Cultures—Communicating with a Global Audience on the Web 129****Communication Miscues—When Words Kill: Hidden Dangers in Food Labels 131****Chapter 6. Completing Business Messages 150****Communication Close-Up at Rolling Stone 151****Moving Beyond Your First Draft 152****Revising Your Message 152**

- Evaluating Your Content, Organization, Style, and Tone 154*
- Reviewing for Readability 155*



*Editing for Clarity and Conciseness* 158

*Using Technology to Revise Your Message* 162

### **Producing Your Message** 165

*Adding Graphics, Sound, Video, and Hypertext* 165

*Designing for Readability* 165

*Using Technology to Produce Your Message* 170

### **Proofreading Your Message** 171

### **Distributing Your Message** 172

## **Communication Challenges at Rolling Stone** 174

Summary of Learning Objectives 175

Test Your Knowledge 176

Apply Your Knowledge 176

Practice Your Knowledge 176

Expand Your Knowledge 179

Learn Interactively 179

### **Document Makeover—Improve This Letter** 162

### **Connecting with Technology—Linking to Endless Information** 166

### **Communication Miscues—Sending Messages Where They Don't Belong** 174

## **PART 3. WRITING LETTERS, MEMOS, E-MAILS, AND INSTANT MESSAGES** 180

### **Chapter 7. Writing Routine and Positive Messages** 180

#### **Communication Close-Up at Cone, Inc.** 181

#### **Using the Three-Step Writing Process**

##### **for Routine and Positive Messages** 182

*Step 1: Plan Your Message* 182

*Step 2: Write Your Message* 182

*Step 3: Complete Your Message* 183

#### **Making Routine Requests** 184

*Strategy for Routine Requests* 184

*Common Examples of Routine Requests* 185

#### **Sending Routine Replies and Positive Messages** 191

*Strategy for Routine Replies and Positive Messages* 191

*Common Examples of Routine Replies and Positive Messages* 193

#### **Communication Challenges at Cone, Inc.** 207

Summary of Learning Objectives 207

Test Your Knowledge 208

Apply Your Knowledge 208

Practice Your Knowledge 208

Expand Your Knowledge 210

Learn Interactively 210

### **Communicating Across Cultures—How Direct Is Too Direct?** 183

### **Document Makeover—Improve This E-Mail Message** 193

### **Ethics Detective—Inflating the Truth for a Friend** 201

### **Chapter 8. Writing Negative Messages** 220

#### **Communication Close-Up at Agilent Technologies** 221

#### **Using the Three-Step Writing Process for Negative Messages** 222

*Step 1: Plan Your Message* 222

*Step 2: Write Your Message* 223

*Step 3: Complete Your Message* 224

#### **Developing Negative Messages** 224

*Choosing the Best Approach* 224

*Adapting to Your Audience* 231

*Maintaining High Standards of Ethics and Etiquette* 232

#### **Exploring Common Examples of Negative Messages** 233

*Sending Negative Messages on Routine Business Matters* 233

*Sending Negative Organizational News* 240

*Sending Negative Employment Messages* 243

#### **Communication Challenges at Agilent Technologies** 247

Summary of Learning Objectives 248

Test Your Knowledge 249

Apply Your Knowledge 249

Practice Your Knowledge 249

Expand Your Knowledge 250

Learn Interactively 251

### **Ethics Detective—Soft-Selling Bad News** 233

### **Document Makeover—Improve This Memo** 233

### **Connecting with Technology—Controlling Rumors Online** 242

### **Chapter 9. Writing Persuasive Messages** 262

#### **Communication Close-Up at Mark Burnett Productions** 263

#### **Using the Three-Step Writing Process for Persuasive Messages** 264

*Step 1: Plan Your Message* 264

*Step 2: Write Your Message* 267

*Step 3: Complete Your Message* 269

#### **Developing Persuasive Messages** 269

*Persuasive Business Messages* 270

*Common Examples of Persuasive Business Messages* 276

*Marketing and Sales Messages* 279

*Common Examples of Marketing and Sales Messages* 286

#### **Communication Challenges at Mark Burnett Productions** 288

Summary of Learning Objectives 288

Test Your Knowledge 289

Apply Your Knowledge 289

Practice Your Knowledge 289

Expand Your Knowledge 290

Learn Interactively 291

### **Ethics Detective—The Case of Incredible Credibility** 270

### **Document Makeover—Improve This E-Mail Message** 276

### **Connecting with Technology—The Power and Persuasion of Interactive Sales Tools** 284