

BUSINESS COMMUNICATION IN CONTEXT

Melinda Kramer





Principles and Practice

Melinda G. Kramer

President, REMARKramer, Inc.

Professor, Prince George's Community College

Prentice
Hall

Upper Saddle River, New Jersey 07458

Library of Congress Cataloging-in-Publication Data

Kramer, Melinda G.

Business communication in context / Melinda Kramer.

p. cm.

Includes bibliographical references and index.

ISBN 0-13-484361-4

1. Business communication. I. Title.

HF5718.K716 2001

658.4'5-dc21

00-049199

Vice President/Editorial Director: Jim Boyd
Assistant Editor: Jennifer Surich
Editorial Assistant: Virginia Sheridan
Development Editor: Trish Nealon
Media Project Manager: Michele Faranda
Senior Marketing Manager: Debbie Clare
Managing Editor (Production): Judy Leale
Production Assistant: Keri Jean
Permissions Coordinator: Suzanne Grappi
Associate Director, Manufacturing: Vincent Scelta
Production Manager: Arnold Vila
Manufacturing Buyer: Diane Peirano
Design Manager: Patricia Smythe
Designer: Steve Frim
Interior Design: Judy Allan
Cover Design: Steve Frim
Cover Illustration: Lisa Henderling/The Stock Illustration Source, Inc.
Illustrator (Interior): UG / GGS Information Services, Inc.
Manager, Print Production: Christy Mahon
Formatter: Ashley Scattergood
Composition: UG / GGS Information Services, Inc.
Full-Service Project Management: Terri O'Prey
Printer/Binder: Courier/Westford

Credits and acknowledgments borrowed from other sources and reproduced, with permission, in this textbook appear on appropriate page within text.

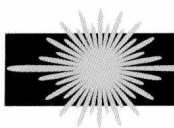
Copyright © 2001 by Prentice-Hall, Inc., Upper Saddle River, New Jersey, 07458. All rights reserved. Printed in the United States of America. This publication is protected by Copyright and permission should be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, 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.



10 9 8 7 6 5 4 3 2 1
ISBN 0-13-484361-4

Business Communication in Context

Principles and Practice



This book began with my students—at Purdue University’s Krannert Graduate School of Management, at Georgetown University’s School of Business Administration, at Prince George’s Community College, and in my corporate training seminars. In any given semester, the majority of the people in these classes are adults with work experience, often management experience. Many are familiar with the fundamentals of marketing, information systems, accounting, finance, human resources, and the other functional areas of management either through course work already completed or through on-the-job experience. They are in school because they want to improve their promotability, move into a related career area, or switch careers entirely. These are people who already know something about business basics.

Where they need help, on the other hand, is in communicating more effectively in the workplace. If we can safely assume students’ familiarity with basic accounting principles or how to write a business plan, we cannot assume that the student has had much success drafting effective business letters or has been part of a team tasked with writing a feasibility study. The same person who can run a company-wide computer network may send unintelligible e-mail messages and write progress reports so poorly organized that upper management can’t tell whether projects are on schedule or not. A manager who has enjoyed 10 years of success and promotions may also be a person whose staff meetings put employees to sleep and whose presentation slides are a chore to decipher. Even those whose education has included a business communication fundamentals course need additional instruction that is geared for their present level of experience, instruction geared for someone who is not a novice in terms of business knowledge but who may well be inexpert in terms of communication awareness and skill. This book was written to answer that need.

A CONTEXT-BASED STRUCTURE

With an eye to its audience, *Business Communication in Context* focuses on communication situations found in business and the work world. In keeping with that focus, this book is structured differently than most other business communication texts, which typically are organized by genre—letters, memos, reports, oral presentations. But business people do not arrive at the office thinking, “Today I’m going to write a letter.” Rather, they find themselves in work situations or facing management problems from which needs to communicate arise. From those needs stem choices that ultimately result in a written or spoken product—sometimes both. Certainly, complete information about letters, memos, reports—and much else besides—is here. But this book places the emphasis on context first, then on the stream of decisions a thoughtful business person should make to achieve maximum communication

success: internal communication with employees; external communication with customers, clients, and suppliers; problem-solving and decision-making communications, both written and oral; intercultural and international communication; business etiquette; ethical decisions; and so forth.

COMMUNICATION CASES FROM REAL LIFE BUSINESSES

To emphasize context, each chapter opens with a brief business case. The opening case is not an isolated example presented at the beginning and never referred to again. Instead, the case sets a scene and introduces communication problems, which then thread through the chapter that follows. The case thus serves as a touchstone for the presentation of communication principles and for class discussion of communication practices, stimulated by *Case Questions* appearing throughout the chapter. Each of the cases describes a business situation from real life that posed communication dilemmas and choices for real people in real organizations—organizations that range widely in size, type, character, and diversity of employees. They were selected to represent not only the well-known names familiar from the pages of *The Wall Street Journal* or *Business Week* (in fact, all names have been changed) but also to represent small, entrepreneurial, and medium-sized businesses, the places where many of the nation's business and management graduates are employed.

A CULTURAL APPROACH TO PRINCIPLES AND PRACTICE

Cultures employ a broad scope in this text. The book begins with organizational culture and branches out to examine communicating within and between cultures, including international contexts. It frames common business communication forms such as memos, letters, and reports in a cultural context as well: whether readers and listeners are internal to the organization or external to it. Additionally, business communication is examined in relation to some cultural constituents not usually represented, such as disabled employees, religious and ethnic minorities.

In a full chapter on business ethics, communication issues are examined from the viewpoint of the legal and moral obligations that businesses and their representatives have to various stakeholders. The chapter examines six well-known philosophical frameworks in layperson's terms, discussing how these can be used to make ethical business decisions in domestic and international contexts.

Since social behavior is a fundamental aspect of culture, *Business Communication in Context* also examines the social contexts of business—in short, business etiquette. “Appropriate” behavior is in flux as methods of doing business change. However, rather than becoming less important, social behavior in business settings actually takes on more importance as the risk increases that verbal and non-verbal signals may be misunderstood. The need to raise awareness about how social behavior affects business is one of the reasons reviewers have been so enthusiastic about the business etiquette chapter.

Although most readers will have some familiarity with business and perhaps even some business communication basics, the text does not assume readers are

well grounded in the *principles* of business and managerial communication. Particularly in the early chapters, it also addresses organizational communication theory as a necessary contextual component for understanding the movement of communications in and through businesses. End-of-chapter **Notes** refer readers to the research and reference sources that underlie the chapter content.

Ultimately this text's purpose is to help people improve their business communication skills. Thus the theory presented in the chapters aims at providing the underpinnings for good choices about *practice*. Each chapter starts with a **Self-Assessment Quiz** readers can use to rate their awareness of a particular set of communication issues. Each ends with **Applications** and **Assignments** for practicing the principles explored in the chapter. Applications present communication dilemmas other business people have confronted, asking readers to analyze the information and propose "best practice" solutions. Assignments are just that: things for readers to do that require them to create a business document or oral response to present to the instructor or classmates. Many of the assignments involve pair or group work to encourage team and interpersonal skill building.

WHAT ISN'T INCLUDED

Although it refers frequently to e-mail, Internet Web sites, computerized presentations, and other forms of electronic communication technology, *Business Communication in Context* does not include a section dedicated to the technology itself. Technology is so fast moving, and business students and practitioners so quick to learn how to use new technological tools, that any technical instruction provided in a textbook would be outdated before it reached the marketplace. We assume our readers will learn the tools. Our job is to address the communication choices they confront when working with those tools. For example, this textbook does not explain how to create a computerized slide presentation; instead, it discusses the design elements that should be considered when developing any projected visual presentation.

Neither does this book include a handbook section of grammar, punctuation, and usage rules. The information that can be provided in such a section is much too limited to be useful to people who need help with sentence-level correctness. Instead, what they really need is a full-scale reference manual or a writer's handbook like those assigned for college English composition courses. Every business professional should own a writer's handbook and should refer to it whenever in doubt about grammar or punctuation usage.

In fact, every business student and practitioner should own a personal reference shelf of essential books for his or her professional life. Foremost in that collection, of course, should be a well-read copy of *Business Communication in Context*. Next to it should be a good writer's handbook, and, next to that, a recently published desk dictionary, not for spelling (your computer's spell-checker can do that faster) but for looking up definitions and etymologies to ensure correct word choice and precision of meaning. While you are in school, do not sell all your textbooks back to the bookstore at the end of the term (you will receive comparatively little for them anyway). Keep those essential texts that have formed the backbone of your education, and use them to build your personal reference library.

SUPPLEMENTARY MATERIALS

Instructor's supplements to this text include: an *Instructor's Manual* with test bank, PowerPoint lecture presentations on CD-ROM, and Prentice Hall's custom computerized test bank, the TEST MANAGER. The *Instructor's Manual* includes comments on the text's *Case Questions* as well as lecture notes to support PowerPoints. The PowerPoints include "Quick Quizzes" to encourage student interaction and enhance recall during lectures.

WITH THANKS

This book would not exist without the assistance and good will of a great many people. First, I must again thank my students, who have been so instrumental in shaping the text's content and presentation; some of their work appears in various forms in the pages that follow. Many of my former students have also kept in touch with me, and the business experiences they have related enrich the pages of this book.

My husband, Gary Kramer, who has been supplying technical as well as moral support during more than twenty years of textbook writing, once again kept the hardware and software up and running—and allowed me to rifle both his files and his brain for ideas, examples, and reactions. My mother, Devona Gamble, who at 80 is the sharpest proofreader I know, also provided vital research assistance, reviewing and tabbing dozens of journal articles. My brother, Sam Gamble, has been an invaluable source of information on communication devices for the deaf and general background for the cases in Chapters 12 and 13.

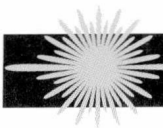
John Leland and Bonnie Blake, former colleagues at the Krannert Graduate School of Management, Purdue University, wrote the original versions of the cases in Chapters 1 and 2, and Chapters 9 and 10. Bonnie Blake also contributed the original draft of the text in Chapters 9 and 10. I cannot thank them enough for that material. Richard Wilson of Loyola College wrote the overview of approaches to business ethics that forms the core of Chapter 11. His ability to explain difficult philosophical concepts succinctly was crucial; he has my sincere gratitude. I am also indebted to Professor Thomas Bivins, School of Journalism and Communication, University of Oregon, for the decision-making rubric in Chapter 11. Many thanks to Jimidene Murphey, who prepared the *Instructor's Manual* and PowerPoints.

Colleagues at Prince George's Community College have assisted in the writing of this book in so many ways. Foremost are the members of the faculty Writer's Group who cheerfully read lengthy first drafts, providing insights regarding clarity, structure, and audience. Their support and fellowship has meant much to me. I also thank Marlene Cohen, Dale Ash, and Susan Richardson, whose workshops and bookshelves supplied excellent information about speaking anxiety and intercultural speech communication. Katherine Spivey assisted with research, writing samples, permissions, and sanity-saving excursions. I am also grateful to Mahbub Jamal and Lahouaria Berrabah who graciously checked the case in Chapter 14 for accuracy regarding Islamic dress and culture. Robert Barshay supported my applications for proportional contracts that gave me time to develop the book's concept and write the early chapters. Many thanks. And thanks to my colleagues in the English Department who kindly inquired and put up with my ravings when deadlines loomed or chapters wouldn't write themselves.

Many business professionals have generously contributed their time, expertise, advice, and, in some instances, samples of business documents in this textbook. I am grateful to them all, but especially John DeVincenti of First Class Painting and Restoration, Inc., Arnie Horwitz and the guys at Shannon Security and Lock, Jan Stroh of Corby Industries, and Sidney Wright of Potomac Photonics, Inc. Alan Ferrell, director of the Management Placement Office at Purdue University, gave me the benefit of both his private-sector and academic recruiting experiences. Carolyn Russ, Sally Fleming, Eileen Reed, and Raymond Rose have also provided materials as well as helpful insights from their vantage points as managers and business consultants. My colleagues in the Association of Professional Communication Consultants have been continual sources of information and inspiration.

I am also grateful to the following reviewers whose comments and suggestions were most helpful: Susan Eisner, Ramapo College of New Jersey; Janet K. Winter, Central Missouri State University; Jim Rucker, Fort Hays State University; Patricia A. Lynott, Elmhurst College; Mary L. Tucker, Ohio University; Thomas H. Bivins, University of Oregon; Lauren S. Coutler, University of Tennessee at Chattanooga; Ruthann Dirks, Emporia State University; Bonnie T. Yarbrough, University of North Carolina at Greensboro; Paul R. Prabhaker, Illinois Institute of Technology; John L. Waltman, Eastern Michigan University; Paula R. Kaiser, University of North Carolina at Greensboro; and Michael Flores, Wichita State University.

The excellent editorial and production staffs at Prentice Hall turn a manuscript into a book. Thanks go to Joyce Perkins, who initially encouraged me to write *Business Communication in Context*. Editors Maureen Hull, Elizabeth Sugg, and Don Hull each had a role in steering it toward the finish line. Linda Schreiber finally got it there. I am fortunate that Steve Deitmer paired me with Trish Nealon, nonpareil in development editing, handholding, and gentle prodding. Thanks to Judy Leale's expert production management and editorial guidance, we have a book at last.



Brief Contents

Part One | The Organizational Contexts of Business Communication 1

Chapter One | Communicating in an Organizational Culture 2

Chapter Two | Communication Styles, Processes, and Channels 27

Part Two | Intercultural Contexts 55

Chapter Three | Communicating Within the Dominant Business Culture 56

Chapter Four | Overcoming Business Communication Barriers 83

Chapter Five | Communicating Internationally 127

Part Three | External and Internal Contexts 173

Chapter Six | Communicating with Customers, Clients, and Suppliers 174

Chapter Seven | Communicating with Co-workers 227

Chapter Eight | Communicating with Co-workers: Writing Reports 262

Part Four | Decision Making and Ethical Contexts 301

Chapter Nine | Teamwork for Decision Making and Problem Solving 302

Chapter Ten | Communicating the Results of Decision Making and Problem Solving 335

Chapter Eleven | The Ethical Context of Business Communication 404

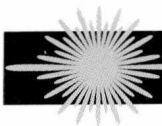
Part Five | Career Contexts of Business Communication 435

Chapter Twelve | Communicating About Your Employment Qualifications 436

Chapter Thirteen | Interpersonal Communication About Employment 487

Chapter Fourteen | Social Contexts of Business 529

Appendix | 556



Contents

Preface xvii

Part One | The Organizational Contexts of Business Communication 1

Chapter One | Communicating in an Organizational Culture 2

Assess Your Contextual Preferences	3
A Case of Colliding Corporate Cultures, Part 1	4
The Importance of Context in Business Communication	7
Organizations Have Personalities, Just as People Do	7
Corporate Culture: A Set of Shared Understandings	9
Components of Corporate Culture	13
Cultural Signposts	13
Types of Corporate Cultures	15
The Formalization/Centralization Model	15
The Risk/Feedback Model	16
The Network Model	19
Summary: Organizational Culture Issues	21
Applications	22
Assignments	25
Notes	25

Chapter Two | Communication Styles, Processes, and Channels 27

Assess Your Communication Style	28
A Case of Colliding Corporate Cultures, Part 2	29
Communication Styles Within Organizations	30
Modes of Communication: Time, Space, Nonverbal Cues	30
Manner of Communication: Formal or Informal	37
Medium of Communication: Speaking or Writing	39
Communication Processes and Channels	40
What Happens Between Senders and Receivers: Interaction and Transaction Models	40
What Happens Within an Organization: Communication Channels	42
Summary: Issues of Style and Substance	49
Applications	49
Assignments	51
Notes	52

Part Two | Intercultural Contexts 55

Chapter Three | Communicating Within the Dominant Business Culture 56

Assess Your Audience Awareness	57
A Case of Reduction in Force: A Bad Day at the Bank, Part 1	58

The Importance of Audience in Business Communication	60
The Components of a Message: Purpose, Argument, Persona, Audience, and Context	62
Audience Analysis	65
The Medium Is the Message	68
Situational Audience Analysis and Media	69
Criteria for Evaluating Communication Media	69
<i>Interacting in Writing: Writer-Based versus Reader-Based Messages</i>	71
How the Human Mind Processes Printed Information	71
Characteristics of Reader-Based versus Writer-Based Messages	72
Document Design and Reader Comprehension	74
It's the Audience. . .	76
Summary: Audience Issues	77
Applications	78
Assignments	79
Notes	82
 Chapter Four Overcoming Business Communication Barriers	83
Assess Your Awareness of Communication Barriers	84
A Case of Reduction in Force: A Bad Day at the Bank, Part 2	85
Barriers to Communication	86
Workplace Diversity	87
Cultural Filters	89
Age and Experience Differences	90
Gender Differences	92
Kids' Rules, Adult Roles	94
Sexual Harassment	98
<i>Style: Using Inclusive Language and Avoiding Inappropriate Racial, Ethnic, and Gender References</i>	100
Racial and Ethnic Differences	102
African American Cultural Influences	104
Asian American Cultural Influences	106
Hispanic American Cultural Influences	108
<i>Interacting Face-to-Face: Learning to Listen</i>	110
Listening Through Cultural Filters	111
Listening for Different Purposes	111
It's Still the Audience. . .	114
Summary: Issues Concerning Business Communication Barriers	115
Applications	117
Assignments	123
Notes	125
 Chapter Five Communicating Internationally	127
Assess Your Intercultural Awareness	128
A Case of Missed Cues	129
The Importance of Cultural Background	131
Culture: Shared Experience, Shared Expectations	132
Ethnocentrism: Me, Mine, and Ours	133
Mindfulness	135
Dimensions of Cultural Difference	136
Individualism versus Collectivism	136

Power Distance	138
Uncertainty	141
High Context/Low Context	142
Domains of Cultural Difference	144
Time Travels	144
Space Wars	146
A Touchy Subject	147
Gender Differences	149
Saving Face	150
Speaking and Writing Across Cultures	151
English: The Languages of Business	151
Speaking of Business	152
Putting It in Writing	154
<i>Interacting in Writing: Business Writing and Cultural Values</i>	155
Formats	156
Structure and Tone	158
Ethnocentricity: Bad for Business Writing	162
Think Globally, Act Locally	163
Summary: International Communication Issues	164
Applications	165
Assignments	169
Notes	170

Part Three | External and Internal Contexts 173

Chapter Six | Communicating with Customers, Clients, and Suppliers 174

Assess Your Customer Service Orientation	175
The Case of the Billing Boondoggle	176
The Importance of “You Attitude” in External Communications	179
<i>Style: Accentuating the Positive</i>	180
<i>Interacting in Writing: Business Letters</i>	182
Organizing Messages for External Audiences: Direct and Indirect Order	183
Structures of Direct and Indirect Letters	184
Informational Content and Feeling Content	186
Business Letter Contexts: Routine Requests and Responses	187
Routine Requests, Inquiries, and Orders with Mutual Benefit	187
Requests and Inquiries Without Mutual Benefit	190
Responses to Requests, Inquiries, and Orders	194
Business Letter Contexts: Letters Requiring a Persuasive Approach	195
Requesting Adjustments and Making Claims	196
Responding to Claims and Adjustments	199
Collecting Overdue Accounts	201
The Essentials of Sales Letters	204
Letters for Special Contexts: Condolences, Congratulations, and Thanks	207
<i>Interacting by Telephone and Voice Mail</i>	210
Doing Business Efficiently on the Telephone	211
Customer Service via Telephone	212
Voice-Mail Options	212

<i>Interacting Face-to-Face: Oral Presentations for Customers and Clients</i>	213
Impromptu Oral Presentations	214
Extemporaneous Oral Presentations	216
Keeping the Customer Satisfied	218
Summary: External Communication Issues	218
Applications	221
Assignments	223
Notes	225

Chapter Seven | Communicating with Co-workers 227

Assess Your Intraorganizational Communication Intuition	228
A Case of Security, Part 1	229
The Importance of Context to Internal Communication	232
Style: Formality and Directness	233
<i>Interacting in Writing: Memos</i>	241
Historical Context	241
Planning Messages for Internal Audiences	242
Organizing the Memo	242
Parts of a Direct-Order Memo	243
Visual Format	245
Writing for Someone Else's Signature	246
CC: Courtesy Copies	247
Multiple Contexts: Electronic Mail	247
Like Conversation	247
Like Correspondence	248
Legal Issues	249
A Thief of Time	250
<i>Interacting Face-to-Face: Briefings and Brief Encounters</i>	251
Briefings	252
Brief Encounters	253
The Multidimensional Context of Internal Communication	255
Summary: Internal Communication Issues	256
Applications	257
Assignments	259
Notes	260

Chapter 8 | Communicating with Co-workers: Writing Reports 262

Assess Your Understanding of Internal Reporting	263
A Case of Security, Part 2	264
Memorandum Contexts: Routine Reports	266
Is This Report Really Necessary?	267
General Characteristics of Memo Reports	267
Routine Informational Reports	268
Occurrence Reports	269
Inspection Reports	270
Progress and Status Reports	271
Routine Analytical Reports	273
Findings, Conclusions, and Recommendations	276
Feasibility Studies and Proposals	278

Implementation Reports: Policies and Procedures	286
Policy Statements	286
Guidelines for Writing Policies	286
Procedures	289
Instructions	291
Managing by Means of Reports	294
Summary: Report Writing Issues	294
Applications	298
Assignments	300
Notes	300

Part Four | Decision Making and Ethical Contexts 301

Chapter Nine Teamwork for Decision Making and Problem Solving	302
Assess Your Team Communication Skills	303
The Case of the Missing Ingredients, Part 1	304
The Importance of Communication in Business Problem Solving	306
The Value of Teamwork	307
How Teams Function	308
Criteria for Effective Teamwork	308
<i>Interacting Face-to-Face: Meetings</i>	311
Is This Meeting Necessary?	312
Does the Meeting Have a Goal?	312
Has an Agenda Been Prepared?	312
What Are the Rules of the Road?	313
Does the Meeting Have a Beginning, Middle, and End?	314
Is the Meeting Environment Suitable?	316
An Overview of the Report Process	318
The Initial Team Meeting: Getting Acquainted	318
Evaluating the Scope of the Project	318
Planning the Client Interview	320
Determining “Need to Know” Information	322
Initiating the Interview	323
<i>Interacting Face-to-Face: Conducting the Information-Gathering Interview</i>	323
Handling Introductions and Discussions	323
Recording Important Information	324
Types of Interview Questions	324
Concluding the Interview	324
Meeting to Plan the Proposal’s Contents	325
Meeting to Review the Proposal	327
Giving and Receiving Feedback	327
Dealing with Conflict	328
Next Steps	329
Summary: Teamwork Issues	329
Applications	331
Assignments	332
Notes	334

Chapter Ten | Communicating the Results of Decision Making and Problem Solving 335

Assess Your Reporting IQ	336
The Case of the Missing Ingredients, Part 2	337
Research and Writing in a Team Context	338
Research Assignments	338
The Storyboard Technique for Collaborative Writing	339
The Value of Individual Strengths in Team Writing	339
Discussing Progress: The Importance of Frequent Team Meetings	340
Student Teams	340
Virtual Meetings	341
Planning the Progress Report	341
Planning the Formal Report	342
<i>Interacting in Writing: Proposals and Progress Reports for Clients</i>	342
Writing the Proposal	343
Writing the Progress Report	347
<i>Style: Choosing the Appropriate Level of Formality</i>	350
<i>Interacting in Writing: The Final Report to the Client</i>	350
Informal Reports: Format	351
Formal Reports: Format	351
Comments on Selected Parts of the Report	351
Report Illustrations	358
Packaging	360
<i>Interacting Face-to-Face: Formal Oral Presentations for Clients</i>	360
Planning the Oral Presentation	360
Preparing the Oral Presentation	362
Practicing the Presentation	366
Scared Speechless: Speechophobia	367
The End of the Engagement	371
Summary: Issues Concerning Reporting to Clients	371
Applications	374
Assignments	383
Notes	384
Appendix: Sample Formal Report from Westview Consulting Group	385

Chapter Eleven | The Ethical Context of Business Communication 404

Assess Your Ethical Awareness	405
The Case of the Willful Whistle-Blower	407
The Importance of Ethics in Business Communication	411
Ethical Stakeholders	413
Methods of Ethical Analysis	414
Technical versus Ethical Problems	415
Legal versus Ethical Distinctions	415
The Virtue Ethics Approach	418
The Utilitarian Approach	419
The Kantian Approach	420
The Contractarian Approach	421
The Rights/Justice-Based Approach	423
Ethics and International Situations	425
Ethical Decision Making	427

Summary: Ethical Issues	429
Applications	430
Assignments	431
Notes	433

Part Five | Career Contexts of Business Communication 435

Chapter Twelve | Communicating About Your Employment Qualifications 436

Assess Your Employment Documents	437
A Case of Two Job Seekers, Part 1	438
The Context of the Employment Search	443
Researching Companies	443
Discovering Sources of Jobs	445
Targeting Potential Employers	447
Transferable Skills: More Than Hammer To Fit, Paint To Match	447
<i>Interacting in Writing: Employment Correspondence</i>	450
Four Axioms of Résumé Writing	450
Résumé Choices	450
Deciding What To Include, What To Omit	458
Frequently Asked Questions	464
Electronic Résumés	467
Job Application Letters	470
More Frequently Asked Questions	475
Recommendation Letters	476
Follow-Up Communications	478
Summary: Employment Correspondence Issues	481
Applications	483
Assignments	485
Notes	486

Chapter Thirteen | Interpersonal Communication About Employment 487

Assess Your Job Interviewing Skills	488
A Case of Two Job Seekers, Part 2	489
The Importance of the Employment Interview Context	491
Stages in the Interviewing Process	491
Candidate Preparation for Interviews	492
Recruiter Preparation for Interviews	495
<i>Interacting Face-to-Face: Handling the Employment Interview</i>	497
The Opening	497
The Body of the Interview	498
The Closing	498
Standard Interview Questions	500
Behaviorally Based Questions: “Tell Me a Story”	504
Illegal and Uncomfortable Questions	506
When Discrimination Is Legal	508
Stress Questions	509
Interviews Using Other Media	511