COMMUNICATING FACTS & IDEAS IN BUSINESS

THIRD EDITION

LELAND BROWN

3rd
EDITION

COMMUNICATING FACTS and IDEAS in BUSINESS

Leland Brown

Professor of
Business Communication
Eastern Michigan University

PRENTICE-HALL, INC., *Englewood Cliffs, New Jersey 07632*

Library of Congress Cataloging in Publication Data

Brown, Leland.
Communicating facts and ideas in business.

Includes bibliographies and index.
1.–Communication in management. 2.–Commercial correspondence. I.–Title.
HF5718.B74–1981 658.4'5 81-12105
ISBN 0-13-153403-3 AACR2

Editorial/production supervision and interior design by Esther Koehn
Cover design by Tony Ferrara Studio
Manufacturing buyer: Ed O'Dougherty

© 1982, 1970, 1961 by Prentice-Hall, Inc., Englewood Cliffs, N.J. 07632

All rights reserved. No part of this book
may be reproduced in any form or
by any means without permission in writing
from the publisher.

Printed in the United States of America
10 9 8 7 6 5 4 3 2

ISBN 0-13-153403-3

Prentice-Hall International, Inc., *London*
Prentice-Hall of Australia Pty. Limited, *Sydney*
Prentice-Hall of Canada, Ltd., *Toronto*
Prentice-Hall of India Private Limited, *New Delhi*
Prentice-Hall of Japan, Inc., *Tokyo*
Prentice-Hall of Southeast Asia Pte. Ltd., *Singapore*
Whitehall Books Limited, *Wellington, New Zealand*

To my son and daughter,
Marshall Jonathan and Cindra Lee

Preface

Like the previous editions, *Communicating Facts and Ideas in Business,* third edition, seeks to present a broad, general foundation on which to build and develop the ability to apply the principles of communication to any situation, and to explore the relationship of creative, logical, and critical thinking to the problem-solving nature of business communication. It also seeks to keep pace with the changes that have taken place in the business school curriculum and in the role of communication in business, government, and industry.

Part I provides the theoretical and conceptual framework necessary for a foundation to understanding the communication processes and for developing the ability to communicate effectively. Part II seeks to help the reader improve his or her written skills; Part III offers suggestions for improving interpersonal and oral communication skills; and the Epilogue looks into the future, exploring job opportunities and the effects of technological innovations on communication. Although the three-part division provides a logical development of subject matter, it allows for different sequencing as the instructor adapts it to his or her course. For instance, Part II could be presented first or last; Part III could be first or second; Part I could be last.

Questions and problems have been included at the end of each chapter for developing skills in thinking, problem-solving, and decision-making as well as skills in communication. They are varied and in sufficient number to allow the instructor a great deal of flexibility in

此为试读，需要完整PDF请访问：www.ertongbook.com

their selection and use. In fact, one could use the text for five years without repeating problem assignments, and he or she can add or delete bits of information in the problems as desired. Reading lists at the end of each part should stimulate additional exploration in studying communication.

Increasingly business, industry, and the professions are demanding that people be proficient in all areas of communication. The American Assembly of Collegiate Schools of Business advocates that the body of common knowledge include interpersonal, organizational, and oral as well as written communication, and maintains that the building of communicative skills and abilities is just as essential as developing skills in math or any other areas for business. The American Business Communication Association and the American Management Association also recognize the importance of these areas of communication study. The ABCA Undergraduate Curriculum Committee in 1979 advocated that the basic business communication course be placed on a sound theoretical base and treat oral and interpersonal as well as written communication. This book seeks to meet these needs and suggestions.

The student involved in the give and take of classroom discussion, in criticizing and evaluating his or her own work, in exchanging facts and ideas about problems and issues, is indeed in a learning environment. The student who has to think through the situation in a communication problem, use information, and create ideas and new ways for presenting and handling messages is being challenged to develop the ability to think, to write, and to speak effectively.

To the students and instructors using *Communicating Facts and Ideas*, I wish much success. Communication can be fun, for we are exchanging facts, ideas, attitudes, and courses of action with others.

No author can write in a vacuum, and I am certainly no exception. It is through working with students and others that I am able to write. I am grateful to all the students I have taught during my career at the University of Illinois, Tulane University, and Eastern Michigan University. I have learned much from them, and I like to think I have helped some along the way. It is also through association with others that we keep abreast of what is going on in the colleges and universities and in business practice. I am grateful for my long association with members of the American Business Communication Association and with other authors and publishers of communication texts.

For secretarial assistance in preparing the manuscript, I thank Joni Hollingsworth, Nancy Newcomb, Virginia Svoboda, Evelyn Bradford-Nutt, Linda Raymond Grady, and Cindy Brown. I am also appreciative of my wife's help in editing and proofreading and for just putting up with me during troublesome periods.

Many former students, fellow faculty members (Nancy Barkley, Nicholas Beltsos, Jim Conley, Gus DesHarnais, Jack Nightingale, and Mary Vielhaber), business people and companies, authors, and educators have contributed illustrative materials, problem materials, and comments. Although they are too many to list, special credit has been given in the footnotes. I am thankful for all this cooperation and help.

LELAND BROWN

Contents

Preface xv

PART I **UNDERSTANDING COMMUNICATION PROCESSES** 1

Chapter 1 **Nature and Scope of Communication** 3

- Definition and Characteristics of Communication
- Theoretical Considerations
    - A concept of theory
    - Some historical perspectives
    - Communication models
    - Individual differences and sender-receiver variables
    - Filtering
    - Media and channel selection
    - Feedback
- Functioning of Communication in a Business Enterprise
    - Employee communication
    - Intramanagement communication
    - Customer and public communication
    - Flow of communication

Chapter 2 **Perception, Language, and Nonverbal Communication** **30**

Perception
    What we perceive
    How we perceive
    Barriers to effective perception
    Improving perception
The Nature of Language
    A set of symbols
    A common language
    Meanings are in people
    Practical semantic concepts
    The right word for meaning
    Adaptation of language
Nonverbal Communication
    Spatial: the environment
    Kinesics: body language
    Proxemics
    Paralanguage

Suggestions for Further Reading: Part I

PART II **MAKING WRITTEN COMMUNICATION WORK** **61**

Chapter 3 **Writing for Understanding** **63**

Making Communication Purposeful
    General and specific purposes
    Analyzing the reader
Essentials of Style for Understanding
    Clarity
    Completeness
    Conciseness
    Correctness
    Strength
Planning and Organizing as Aids to Understanding
    Planning a letter
    Organizing "yes" and "no" letters
    Organizing for psychological effect
    Organizing by relationship of ideas
Striving for Unity, Coherence, and Emphasis
    Unity
    Coherence
    Emphasis

Starting and Ending on the Right Path
Pacing for the Reader or Listener
Measuring Readability
    Gunning's fog index
    Effect of readability formulas
Checklists
    For essentials of understanding
    For letter writers

Chapter 4 Writing to Create Interest 104

Using Tone for Interest
    Being courteous
    Being sincere
    Writing naturally
    Adapting language
Creating Goodwill
    Techniques for building goodwill
    Opportunities for writing goodwill letters
    Writing creatively
    Nature of creativity
    Considering the other person
Developing Creative Ability
    Aids to creating ability
    Being imaginative in writing letters
Checklist for Writing Interestingly and Thinking Creatively

Chapter 5 Writing to Persuade and to Motivate 139

The Art of Persuasion and Motivation
Maintaining Credibility
Applying Techniques for Persuasive Writing
    Be positive
    Offer evidence and proof
    Apply sales psychology
Writing Sales Letters That Sell
    Know your product and prospect
    Create attention-getting openings
    Develop a central selling point
    Use action endings
Opportunities for Persuasive Writing
    Collecting past-due accounts
    Motivating action through intra-office memorandums
How Persuasive Are You?

Chapter 6 **Getting Started in Your Career** **180**

Making the Analysis
Preparing the Résumé
    Give identifying and reference information
    Decide on content
    Organize and display data
Writing Your Letter of Application
    Sell your qualifications
    Locate employers who need you
    Decide on your approach
    Discuss and emphasize your major qualifications
    Request an interview
Conducting Your Interview
    Prepare yourself ahead of time
    Be effective during the interview
    Follow up the interview

Chapter 7 **Obtaining Data for Decision-Making and Problem-Solving Reports** **221**

Problem-solving Process
    Understanding and defining the problem
    Finding solutions
    Gathering data
    Brainstorming for ideas
    Role-playing for perspective
    Arriving at the best solution
    Putting the solution into effect
Nature and Scope of Reports
The Functioning of Reports
Planning Reports
Conducting Research
    Bibliographical research
    Interviews
    Surveys
    Observation
Special Types of Reports
    The management audit
    The communication audit
    Team reports

此为试读，需要完整PDF请访问：www.ertongbook.com

Chapter 8 Organizing, Outlining, and Writing the Final Report 256

Reasoning Logically
    Inductive reasoning
    Causal relationships
    Deductive reasoning
    Analogy
Thinking with Statistics
    Averages
    Sampling
Outlining
    Using reasoning patterns
    Applying principles of outlining
Briefing as an Adjunct to Report Writing
Writing the Report Text
    Writing the opening
    Using subject headings
    Presenting supporting material
    Tying the facts together
    Writing the ending
Using Visual Aids
    Selection
    Kinds of aids
    Interpretation and discussion
Building a Report from Its Possible Parts
    Parts of a report
    Dressing a report up or down
Revising and Editing

Suggestions for Further Reading: Part II

PART III IMPROVING YOUR INTERPERSONAL AND ORAL COMMUNICATION 313

Chapter 9 Interpersonal Communication and Transactional Analysis 315

Basic Concepts of TA
    Definitions
    Four life positions and the developmental process
    Applying the rules in analyzing transactions
Implications for Management
    Recognizing life positions and ego states
    Giving strokes that motivate
    Setting the environment
    Managing by objectives

Chapter 10 **Small Group Decision-Making, Problem-Solving, and Conferences** **332**

Advantages and Disadvantages of Group Processes
Idea-creating Groups
    Brainstorming
    Nominal group process
    Discussion groups
Problem-solving Groups
    Task force
    Committees
    Problem-solving
Leadership Styles and Management
Planning for Meetings
Meeting Participation
    Leader behavior and responsibilities
    Participant behavior and responsibilities
Recording minutes
Conferences
    Kinds and purposes
    Organization and planning
Discussion During Conferences

Chapter 11 **The Oral Report, Conference Speaking, Group Presentations and Listening** **359**

Oral Reports
    Developing confidence
    Developing style and tone
    Preparing and organizing
    Using visual aids
    Delivering the oral report
Conference Speaking and Making Group Presentations
Opportunities for Speaking in Business
Listening
    Developing awareness
    Becoming receptive and hearing
    Interpreting and understanding

Chapter 12 **The Interview: Kinds and Processes** **390**

Definitions and Kinds
Planning the Interview
Organization

- The Interview in Action
  - Techniques
  - Style
- Special Interviews
  - Hiring employees
  - Appraising performance
  - Setting goals
  - Counseling subordinates
  - Disciplining and correcting subordinates
  - Handling grievances
  - Other

Chapter 13 Management and Organizational Communication 413

- Communication as a Tool of Management
- Establishing a Communication Policy
- Managerial Styles
- Motivation and Communication
  - Basic wants of employees
  - Role of communication
- Handling Conflict
- Coping with the Grapevine
- Overcoming Communication Barriers
  - Organizational barriers
  - Managerial barriers
  - Psychological barriers
  - Linguistic barriers

Suggestions for Further Reading: Part III

Epilogue: Job Opportunities and Technical Innovations 439

- What Have You Accomplished?
- Job Opportunities
  - Technical writing as a career
  - Director of publications
  - Communication manager
  - Communication auditors
- Technological Innovations
  - Telecommunications
  - Word processing
  - Effects of innovations
- Importance of Communication in the Future

Appendixes 453

A Letter and Memorandum Form
B Reference Reminders
C Improving Your Dictation
D Improving Your Telephone Techniques

Index 495

I

Understanding Communication Processes

Yes, you have been communicating all your life, and you will continue to exchange facts, ideas, feelings, and experiences as you interact with others. You have already picked up many communicative skills from the time you were born until now. In fact, you probably consider yourself somewhat a master of the art of influencing others to satisfy your needs and wants, and to reach your objectives and goals.

But are you aware that a body of knowledge and theory called *communication* exists? Do you have an understanding of the nature and scope of communication, how it affects your life and will help you in your professional career? Do you have the theoretical framework from which you can move to communicate effectively, to make appropriate decisions, and to create alternative solutions to communication and business problems that may confront you?

Part I of this book is devoted to giving you an understanding of processes, theory, knowledge, and perspectives that you can use all your life. It should stimulate your thinking and also help you increase your understanding of human relations and communications.

此为试读,需要完整PDF请访问: www.ertongbook.com