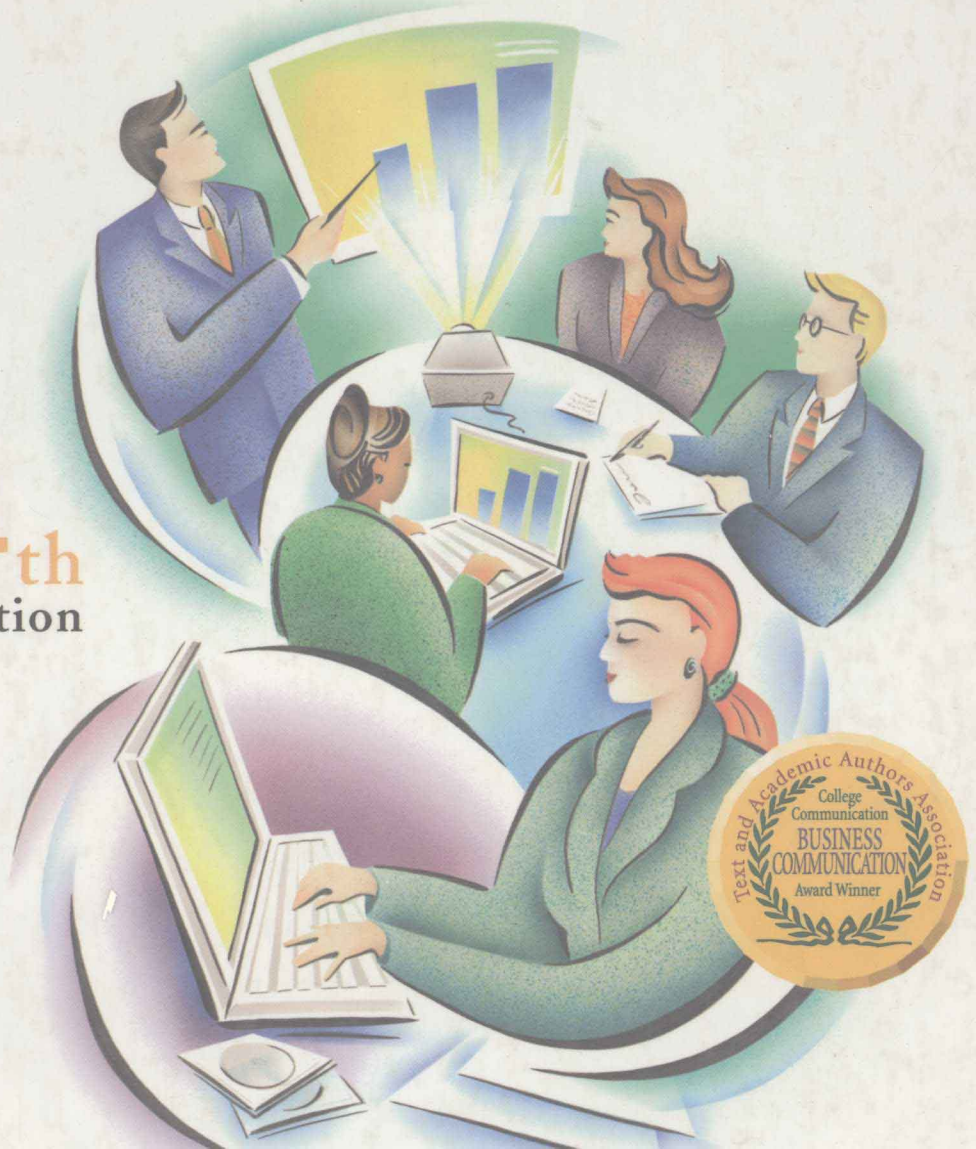


*Mary Ellen Guffey*

# Business Communication

Process and Product

**4<sup>th</sup>**  
Edition



# Business Communication

Process and Product

4<sup>th</sup>  
Edition

江苏工业学院图书馆  
藏书章

Mary Ellen Guffey

Professor of Business, Emeritus

Los Angeles Pierce College

THOMSON  
SOUTH-WESTERN

***Business Communication: Process and Product, 4e***  
**Mary Ellen Guffey**

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South-Western,  
5191 Natorp Boulevard,  
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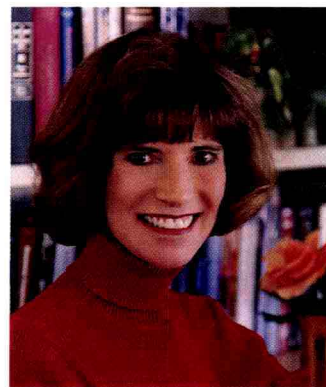


# About the Author

A dedicated professional, Mary Ellen Guffey has taught business communication and business English topics for over thirty years. She received a bachelor's degree, *summa cum laude*, in business education from Bowling Green State University; a master's degree in business education from the University of Illinois, where she held a fellowship; and a doctorate in business and economic education from the University of California, Los Angeles (UCLA). She has taught at the University of Illinois, Santa Monica College, and Los Angeles Pierce College.

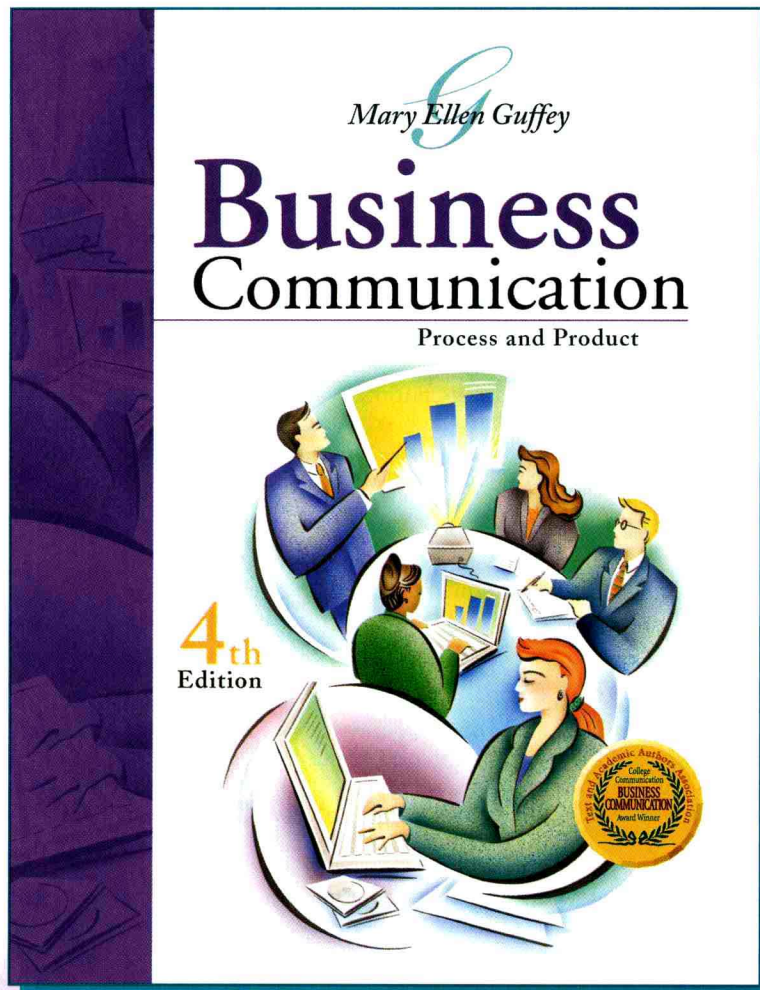
She is the author of *Business Communication: Process and Product*, 3e, a leading textbook in the field. She has also written *Business English*, 7e, which serves more students than any other book in its field; *Essentials of College English*, 2e (with Carolyn M. Seefer), and *Essentials of Business Communication*, 5e, the leading text/workbook in its market. Dr. Guffey serves on the review boards of *The Delta Pi Epsilon Journal* and *The Business Communication Quarterly* of the Association for Business Communication.

A teacher's teacher and leader in the field, Dr. Guffey acts as a partner and mentor to hundreds of business communication instructors across the country. Her workshops, seminars, newsletters, articles, teaching materials, and Web sites help novice and veteran business communication instructors achieve effective results in their courses. She privately maintains comprehensive Web sites for students and instructors. Her print and on-line newsletters are used by thousands of instructors in this country and abroad.



# Preface

Welcome to *Business Communication: Process and Product* by Mary Ellen Guffey. Now in its fourth edition, this text has achieved unparalleled success due to a unique, time-tested, interactive teaching and learning system. Honored by the Text and Academic Authors Association as the top book in its field, *Business Communication: Process and Product* prepares students to thrive in the new digital workplace as shown in the following pages.





*Dr. Mary Ellen Guffey*  
South-Western Publishing



E-mail: [meguffey@westwords.com](mailto:meguffey@westwords.com)

Student Web Site: <http://www.westwords.com/guffey/students.html>

Instructor's Web site: <http://www.westwords.com/instructor.html>

Dear Friends and Colleagues:

It is my pleasure to present to you the fourth edition of *Business Communication: Process and Product*. Thanks to the loyal support of professors and the enthusiastic acceptance of students across the country, the first three editions of this text experienced tremendous success. *Business Communication: Process and Product* became the leader in its field.

In striving to make a good text even better, I have focused on a number of improvements aimed at developing practical skills needed for success in today's digital workplace and global economy.

- \* An expanded chapter on team and small group communication teaches students to collaborate in team-based work environments.
- \* A new chapter on listening concentrates on workplace listening.
- \* The expanded chapter on e-mail coaches businesspeople on how to use this popular communication channel safely and effectively.
- \* A new video series bridges the classroom to the workplace by illustrating how successful entrepreneurs use written and oral communication to build their businesses.
- \* WebTutor™ Advantage provides a powerful variety of media-rich resources not available anywhere else. New chapter review quizzes, writing improvement exercises, critical thinking cases, my personal overview of each chapter, and demonstration problems strengthen student motivation, comprehension, and retention.
- \* To help students build knowledge and research skills, the fourth edition carries a free subscription to InfoTrac. With more than 1 million journal and magazine articles, InfoTrac enables students to complete relevant chapter research assignments quickly and without frustration.

Other features of this edition are new Competent Language Usage Essentials (C.L.U.E.) exercises to review grammar and mechanics, self-contained report assignments requiring no outside research, expanded end-of-chapter activities, and the latest updates on electronic job-search procedures.

Although I've added new material, I've condensed other areas to hold the book to the same overall 16 chapters. Most important, *Business Communication: Process and Product* is supplemented with the best publisher ancillaries and the best student Web site in the field. I receive countless messages from students telling me how much they enjoy and use our Web site features. In addition to rich Web resources, we also provide each student with a CD loaded with helpful text-specific materials to enhance learning.

In the Preface that follows, key features of *Business Communication: Process and Product* are illustrated to introduce you to the process of successful business communication and the conversion of that process into effective products.

Cordially,

*Mary Ellen Guffey*

# Unmatched Author Support

Mary Ellen Guffey's commitment to providing an exceptional business communication experience for instructors and students alike is best exemplified through the support she offers beyond the text. Through her unique instructor and student Web sites, timely newsletters, and customized teaching materials, Guffey is a valuable resource both in and out of the classroom. With Guffey, you know that you have access to a personal teaching consultant who actively responds to your needs and suggestions.

## 3-x-3 Writing Process

The 3-x-3 writing process is a practical approach to written and oral communication that provides a sensible strategy for solving business communication problems and creating successful communication products. Mary Ellen Guffey is the first author to develop such a process. With strong graphics as visual guides, this multistage process of analyzing-anticipating-adapting, researching-organizing-composing, and revising-proofreading-evaluating is consistently applied to all forms of business communication. Learn about each of these nine steps in Chapters 5, 6, and 7, and then apply the 3-x-3 process to create communication products in the chapters that follow. Through consistent utilization and unique visualization techniques, Mary Ellen Guffey provides the foundation for an invaluable business communication problem-solving strategy.

FIGURE 9.3 Direct Request Letter

**The Three Phases of the Writing Process**

Prewriting 1	Writing 2	Revising 3
<b>Analyze:</b> The purpose of this letter is to gain specific data about devices to lock down computer equipment. <b>Anticipate:</b> The audience is expected to be a busy but receptive customer service representative. <b>Adapt:</b> Because the reader will probably react positively to this inquiry, the direct pattern is best.	<b>Research:</b> Determine how much equipment must be locked down and what questions must be answered. Learn the name of the receiver. <b>Organize:</b> Open with a general inquiry about security devices. In the body give details; arrange any questions logically. Close by courteously providing a specific deadline. <b>Compose:</b> Draft the first copy on a computer.	<b>Revise:</b> Improve the clarity by grouping similar ideas together. Improve readability by listing and numbering questions. Eliminate wordiness. <b>Proofread:</b> Look for typos and spelling errors. Check punctuation and placement. Indent the second line of all listed items for a clean look. <b>Evaluate:</b> Is this message attractive and easily comprehended?

**Letter Header:** 440 North Clark Street, Chicago, IL 60642  
February 3, 2003  
Micro Supplies and Software  
P.O. Box 8001  
Fort Atkinson, WI 53538  
Tel: 408-310 phone 1-800-488-1214 fax

**Address:** Dear Ms. Iverson:

**Explains need for information:** Please provide information and recommendations regarding security equipment to protect the staff of office computers, keyboards, monitors, and printers.

**Courteously provides end date and reason:** Our office now has 18 computer workstations and 6 printers that we must secure in disks or counters. Answers to the following questions will help us select the best devices for our purpose.

**Groups open-ended questions into list for quick comprehension and best feedback:**

1. What device would you recommend that can secure a workstation consisting of a computer, monitor, and keyboard?
2. What supplies and equipment are required to install and remove the security device?
3. How much is each device? Do you offer quantity discounts, and if so, how much?

**Sign-off:** Your response before February 15 will help us meet an April 1 deadline from our insurance company for locking down this equipment.

**Signature:** Sincerely,  
Melanie Marshall  
Melanie Marshall  
Office Manager



# *New and Expanded Features*

## **Fresh Content Throughout**

Guffey has made a great text even better with the following new and enhanced features:

**E-mail** - Recognizing the growing importance of e-mail, Guffey devotes a full chapter to writing, organizing, and formatting e-mail messages. Because e-mail has grown into a powerful channel of communication, special coverage of e-mail management, etiquette, formatting, and safety has been added to the fourth edition. In addition, a new three-part case study in Chapter 8 examines e-mail use within Walt Disney Company.

**Small Groups and Teams** - Chapter 2 is now completely devoted to team and small-group communication. This chapter explores the dynamics of team communication and offers tips, techniques, and strategies that prepare students to collaborate effectively with others. New topics include recognizing team and group roles, dealing with dysfunctional members, and managing meetings.

**Listening and Nonverbal Communication** - Listening skills are increasingly important in the work environment. Successful careers hinge on the ability to listen to managers, employees, and customers. Because of the importance of listening, Chapter 3 has greatly expanded coverage of workplace listening. In addition, new nonverbal communication sections strengthen emphasis on workplace applications and advice.

**Cross-Cultural Workforce Diversity** - Today's increasingly global economy and diverse work environment have added a unique dimension to business communication. Mary Ellen Guffey addresses these issues in Chapter 4, which offers practical skills for communicating in the global environment. This chapter helps business communicators recognize the growing need for intercultural sensitivity, and it provides helpful coping strategies that encourage awareness, tolerance, and accommodation.

**WebThink Activities** - Every chapter has references to two or three relevant Web sites where students can enrich their learning with real-world applications. The WebThink activities are all listed at the Guffey student Web site so students can access them with just a click. The links are also kept current at the Web site. Each WebThink reference is accompanied by critical-thinking questions to direct the students' learning. Instructors are provided with a discussion guide and solutions.

**Self-Contained Report Problems** - A brand new feature, self-contained report problems, has been added to the report writing chapters. Because many class members do not have an opportunity to conduct primary and secondary research, Guffey provides all the information needed to write five challenging, analytical reports. Instructors are supplied with a set of conclusions and recommendations for each problem, thus saving them a great deal of effort in developing good report assignments. See Chapter 13 for an example of this new feature.



# Building Skills With Technology

## WebTutor™ Advantage

By taking full advantage of the latest educational technology, Mary Ellen Guffey has developed customized content for WebTutor™ Advantage, available for both Blackboard and WebCT. WebTutor™ Advantage offers powerful class management, customization, and communication tools that ensure maximum support for your teaching strategies. A partial list of features in Guffey's WebTutor™ Advantage follows:

- ✦ Chapter Previews, narrated by Mary Ellen Guffey, summarize the most important topics in each chapter.
- ✦ E-lectures offer in-depth coverage of key chapter topics using a combination of audio and PowerPoint. E-lectures improve student retention and comprehension of important business communication topics.
- ✦ Demonstration Problems provide a step-by-step guide for creating a variety of business communication documents.
- ✦ Chapter review quizzes test understanding of key chapter topics. These quizzes, which are different from those provided free at the Web site, give students substantive and specific feedback that clarify and explain incorrect answers. In addition, the textbook page numbers where answers can be found provide additional assistance in learning concepts.
- ✦ Writing improvement exercises give students practice in writing. Because these are tutorial in nature, students may click a revision button for suggested sentence revision and view the rationale supporting the correct answer.
- ✦ Flash Cards reinforce students' understanding of key terminology.
- ✦ Critical Thinking Cases describe a business scenario and then guide students in creating a business document. Students answer questions that guide them in organizing and writing their documents.
- ✦ Bridging the Gap videos are also available in WebTutor™ Advantage.





# Mary Ellen Guffey

## *Your Partner in the Classroom and Online*

### Student Web Site

An Unparalleled Resource for Students: <http://www.meguffey.com>

- ✧ **WebThink Activities.** The WebThink activities, which are referenced in the text, are all listed at the Guffey Student Web site so students can access them with just a click. The links are also kept current at the Web site.
- ✧ **Two Online Chapters.** Technology and Employment Interviewing chapters supplement the textbook for additional coverage of these key topics.
- ✧ **Interactive Chapter Reviews.** Students can assess their knowledge of each chapter by answering practice test questions. Every response generates feedback and explanation to enhance student comprehension and learning.
- ✧ **Interactive Skill Builders.** Written by the author, these activities review and reinforce skills in spelling, vocabulary, and sentence competency.
- ✧ **Internet Resources.** Find links to the best search engines and recently published information on the Internet. Included are sites that help teach a basic understanding of the Internet, how to search, and how to assess the quality of Web pages and data. These sites are constantly monitored and updated for the most current information.
- ✧ **Crossword Puzzles.** Students review chapter concepts and vocabulary in a game environment.

### Book Support

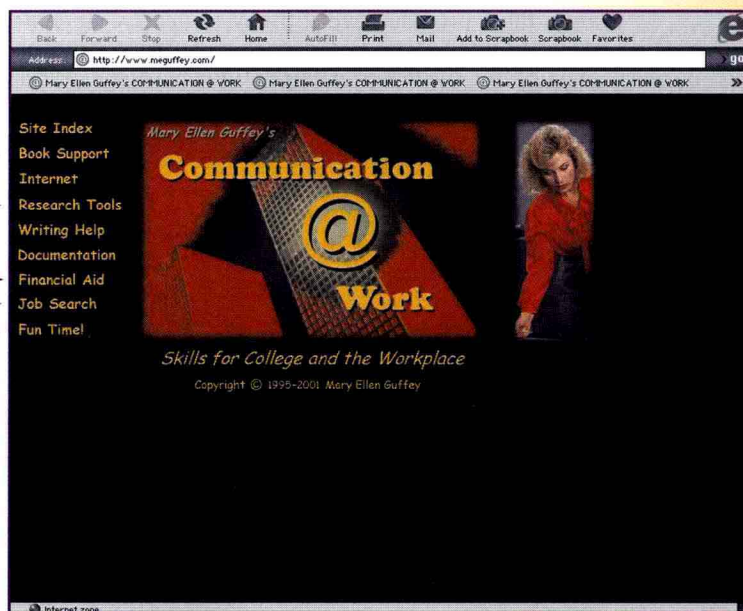
Interactive chapter reviews: vocabulary, spelling, and sentence structure skill builders; Web-oriented critical-thinking exercises, crossword puzzles, and other textbook-specific support.

### Research Resources

Links to over 120 online national and world newspapers are provided, as well as links to comprehensive search tools, reference tools, magazines and journals, and Usenet news groups.

### Financial Aid

An updated list provides links to multiple sources of information about locating and applying for financial aid.



### Fun Time

Lighten up with jokes, puzzles, games, and fun diversions.

### Job Search

Students will find an updated collection of preferred Web sites that link to job search information, resume-writing services, resume job banks, classified ads, and internship resources.



**Instructor Web Site**  
**An Invaluable Resource for Instructors:**  
<http://www.westwords.com/instructor.html>

✱ **Unrivaled Author Support.** Guffey is the only author to develop and maintain all of the materials at her Web sites. All inquiries come directly to her and are answered immediately, providing a direct line to a knowledgeable, accessible, and concerned author.

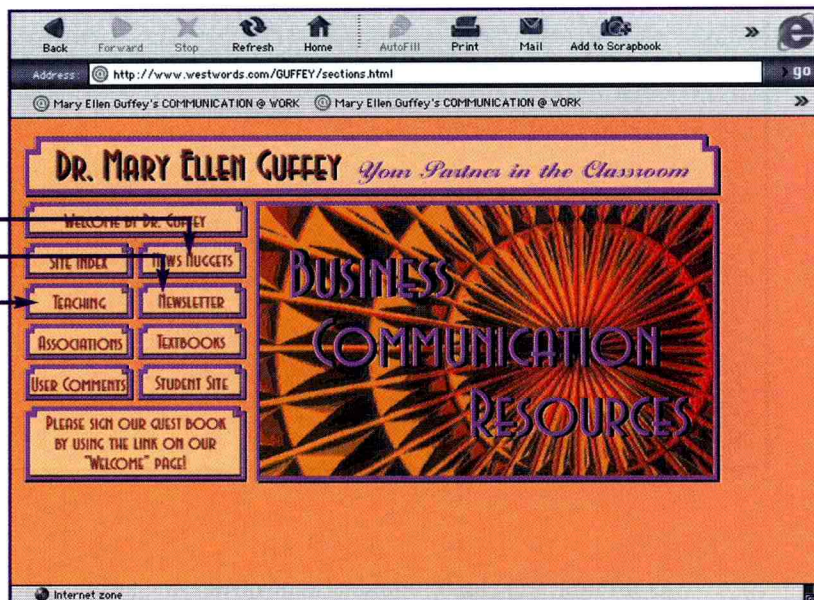
✱ **Additional Useful Resources.** Other resources include links to professional organizations, information about all Guffey textbooks, and user comments.

**News Nuggets**

Summarize what is happening in the news and relate it to the business communication classroom. Instructors will find endless enrichment items from a wide range of newspapers, magazines, journals, and Internet sources.

**Newsletter**

Provides archived copies of selected articles from Guffey's print newsletter *Business Communication News*. Instructors can also sign up for the *OnLine Guffey Report*, a monthly, online newsletter that contains fast-paced summaries of relevant current events, lecture ideas, teaching tips, and new business communication writing problems and case studies.



**Teaching Materials**

Provides change-of-pace quizzes, PowerPoint® Web instructional modules, downloadable teaching units, and a set of transparency masters that review chapter concepts. These items are available at a password-protected portion of the Guffey Instructor Web site. See your Thomson sales representative or the Instructor's Manual for the password.

**Instructor Testimonials:**

"Your textbook and your Web page both make my job MUCH easier. They also make me a better teacher." - Dr. David Williams, Director, Business Communication Center, University of Oklahoma, Norman

"I am very impressed with the number of materials and sites available. The teaching resources are wonderful - very useful and informative." - Margaret S. Walters, University of Houston, Clear Lake



# Communication Technology

## Communicating on the Cutting-Edge

Communicating successfully in the business world today includes communicating effectively by computer. *Business Communication: Process & Product* helps the business communicator understand and prepare for electronic communication challenges. *Tech Talk* boxes provide important information on the technology tools and issues common in today's workplace.

### TECH TALK

#### The Paperless Office: Probable or Improbable?

Promises, promises. We've been hearing for years that the paperless office was just around the corner, but it never seems to happen. People thought that paper use would shrink with the rise of the computer. But just the opposite is happening. Studies show that paper consumption of offices that extend e-mail to workers increases by about 40 percent.<sup>9</sup> A paper mill executive says that people print out everything they see including Web sites and e-mail. And the increasing use of laser printers and fax machines makes office paper the fastest-growing segment of the paper industry.

Why are people so attached to paper? Part of the reason is psychological. "There are a lot of paper hoarders, people who want the security net of the paper copy," says a paper industry spokesman.<sup>10</sup> But businesspeople have numerous, more pragmatic reasons for printing:

- Paper offers more portability.
- On paper, print is easier to read.

- Studies indicate that people retain 30 percent more when reading from paper than when reading from computer screens.
- Paper documents are easier to annotate and compare.

Some organizations have been partially successful in convincing people to give up paper. Nordstrom, for example, is saving a million dollars every year in paper costs by making internal reports electronically accessible. Aetna Life & Casualty Co. saves millions of dollars by creating manuals and other texts only on computers. Moreover, companies are increasingly using *intranets*, which are internal Web sites, to publish and store company files and data.

#### Career Application

Do you print e-mail messages? Why? Are you currently using more paper than you were a year ago? What can businesses do to reduce paper consumption?

Communicating by computer also involves using technology effectively. Internet assignments, plus specific examples for using the Web effectively and efficiently, preparing multimedia presentations, and using electronic applications and formats, are included throughout the text.

*Business Communication: Process and Product* is the only textbook to devote an entire chapter to comprehensive coverage of e-mail, the most-used communication channel in business today. You learn e-mail strategies, techniques, formats, and usage tips.



New InfoTrac assignments help students build knowledge and research skills. With each new textbook purchase, students receive a four-month subscription to InfoTrac.

Most important, students using *Business Communication: Process and Product* have access to a companion Web site packed with learning resources, while professors are provided with a password-protected site featuring teaching materials.



# Real-World Case Studies

## Real-World Applications

Applying a concept to a real-life situation is the best way to learn and retain important information. Through unique, three-part case studies featuring companies such as Amazon.com, Pepsi-Cola, and Nike are put in the spotlight and business communication problem-solving skills are applied to their real-world situations. At the beginning of each chapter, Communication in Process introduces the featured company and its business communication scenario. New critical-thinking questions link the case to the chapter and prompt student discussion. Part Two, Communication in Progress, offers additional information and poses critical-thinking questions. At the end of each chapter, Process to Product, provides the opportunity to play the role of employee and take the next step in resolving the communication issue.

### CASE STUDY Communication in Process

#### Disney's Michael Eisner Finds E-Mail Powerful but Dangerous

He started as an usher at NBC. But eventually Michael Eisner became the driving force behind a dramatic transformation of the Walt Disney Company. Once famous only for its vintage animated films for children and its aging theme parks, Disney is now an entertainment powerhouse. In addition to its animation business, Disney owns three movie studios, the ABC television network, ESPN cable television network, renovated and innovative theme parks, cruise ships that ply the Bahamas, and 725 stores selling Disney merchandise.<sup>1</sup>

Described as a creative, domineering, and energetic leader,<sup>2</sup> Eisner reinvented and emerged Disney over the past two decades. One of the prime requirements for effective leadership, says Eisner, is keeping in touch with employees. He focuses on the 40 or so members of his management team whom he deals with daily. If necessary, he also communicates with all 110,000 "cast members," as Disney calls its employees. For example, when Walt Disney World had to be closed for Hurricane Floyd, he sent an e-mail explaining this first-time-ever closing. "They want[ed] to know what we did to protect our cast members and our guests down there. . . . It's a great way to stay connected."<sup>3</sup>

interacting with people, our institutions. And it is happening incredibly fast," he says. E-mail has democratized communication. People can communicate between remote corners of the globe for virtually no cost.

But e-mail is not perfect. "Because it's spread so fast," he notes, "it has raced ahead of our abilities to fully adapt to this new form of communication." He points out that "it took years to learn that there is a way to talk to your peers that differs from talking to your boss or your parents or your teachers or a policeman or a judge. And now here suddenly comes e-mail . . . and, to a frightening extent, we're unprepared."<sup>4</sup> You'll learn more about this case on page 220.

#### CRITICAL THINKING

- In what ways has e-mail changed our behavior, our way of interacting with people, and our institutions?
- How has e-mail democratized communication in general and workplace communication in particular?
- Will it take years for us to learn to adapt to this new form of communication? What adaptation or preparation is necessary?

<http://disney.go.com>

### CASE STUDY Process in Progress

#### The Walt Disney Company Revisited

Today, the sun never sets on the Disney entertainment empire. CEO Michael Eisner is in charge of managing all of Disney's divisions, including ABC, three movie studios, the Mighty Ducks professional hockey team, numerous Internet ventures, and Disney's amusement parks scattered throughout the world. Eisner, like many of today's executives, relies on e-mail to communicate with his far-flung cast of employees. Although he touts its many benefits, Eisner also recognizes the dark side of e-mail. "E-mail's very virtues," says Eisner, "also make it dangerous—it's instant, it's global, it's quick, and it's easy. It becomes easy to be rude, easy to use language incorrectly, easy to make stupid mistakes, and easy to do irreparable harm."<sup>1</sup>

Eisner warns that thoughtless e-mails can be dangerous to organizations. By its nature, the creative work going on at Disney generates strong feelings, candid critiques, and positive competition. But the intensity of emotions at Disney, feels Eisner, is "higher than usual" because of e-mail. He is convinced that "every fight that goes on seems to start with a misunderstanding over an e-mail." A sarcastic remark, such as saying "you dope" with a smile over the dinner table, he suggests, can be endearing. But in an e-mail message, that same expression can start a war of words. He notes that words carry more impact when they are transmitted in writing. "I'm

afraid that spell check does not check for anger, emotion, inflection, or subtext," admonishes Eisner. "Only we can do that."<sup>2</sup>

As Eisner wisely observes, "E-mail isn't just about speed and efficiency and information. It's also about unscreened emotions, about opinions unsifted by body language, about thoughts undefined by reflection, about hostility and provocation. . . ." E-mail should be the ultimate tool of communication and openness. But, ironically, if used thoughtlessly, warns Eisner, e-mail can foment mistrust, secrecy, and havoc in an organization.<sup>3</sup> You'll learn more about this case on page 227.

#### CRITICAL THINKING

- What do you think Eisner means when he says that e-mail is about "opinions unsifted by body language"? Why are written and spoken words interpreted differently?
- What does Eisner mean by "thoughts undefined by reflection"? How does this statement relate to e-mail?
- What practices can you suggest to prevent the kind of "thoughtless" e-mail messages Eisner condemns?

<http://disney.go.com>

### CASE STUDY Process to Product

#### Applying Your Skills at the Walt Disney Company

CEO Michael Eisner feels strongly about the harmful effects of thoughtless e-mails. He has been asked to make a graduation commencement address at the University of Southern California, and he's decided to talk about the powers and the dangers of e-mail. He's had his own troubles with e-mail, such as sending a confidential message to the wrong person because he mistyped the address. And he's witnessed the harmful effects of sarcasm within his organization. But he needs more data and anecdotes for his speech.

#### Your Task

Assume you are working with a group of interns at Disney. Because you are college students, Michael Eisner

wants to pick your brains in preparation for his commencement address. Working in teams, make a list of the ways you use e-mail both in the workplace and personally. Then make a list of "horror" stories you've heard or experienced in the use and misuse of e-mail. What can go wrong? Finally, make a list of smart e-mail practices that might prevent mistakes and misunderstandings. Use your imagination to add to the list in this chapter. Submit your lists in an e-mail memo to your instructor.

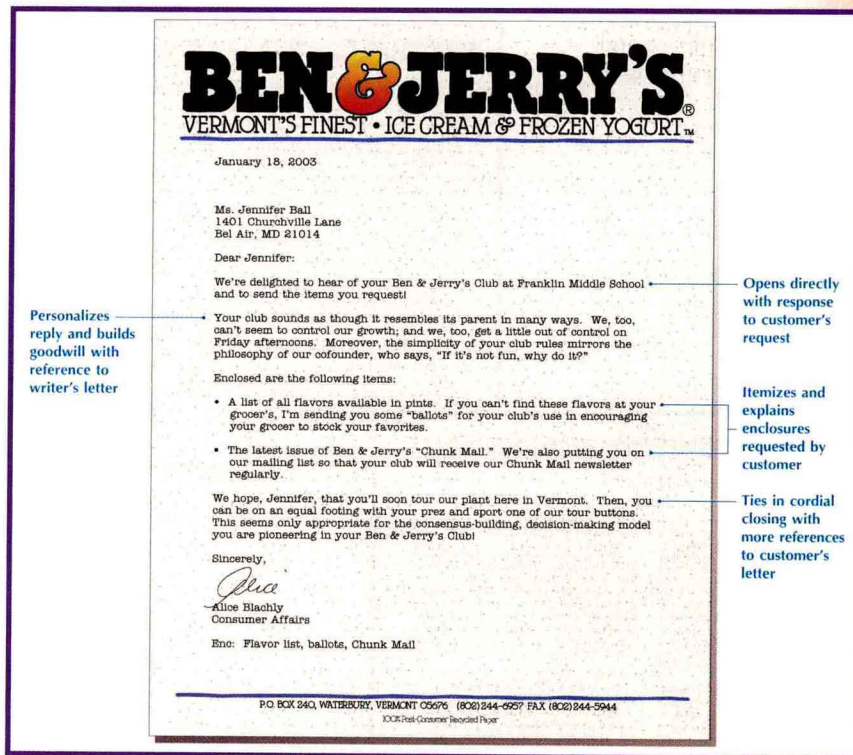
<http://disney.go.com>



# Model Documents

An abundance of perfectly formatted model documents reinforce student understanding of communication concepts. Colorful pointers on the letters, memos, and reports lead to concise annotations that explain communication strategies and applications of theory. In addition, before-and-after messages help students visualize the writing process and revision techniques.

Complete coverage of employment communication products including up-to-date model resumes and letters of application, plus job-search skills from interview through follow-up, provides useful tools and guidance for the job seeker.



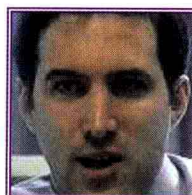
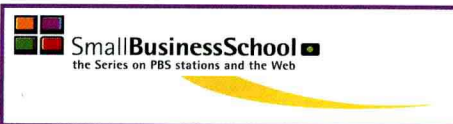
## JobSearch-Express

A complimentary copy of Guffey's JobSearch-Express is included with every new book purchased to help you conduct an online job search. In addition to showing you how to prepare a scannable resume, JobSearch-Express presents the author's top picks for career resources on the Internet in five categories: Internships, JobSearch Resources, Résumé Resources, Salary Information, and Company Information. A brief profile of each site tells what Mary Ellen Guffey considered exceptional and what you might find useful.



# Bridging the Gap Videos

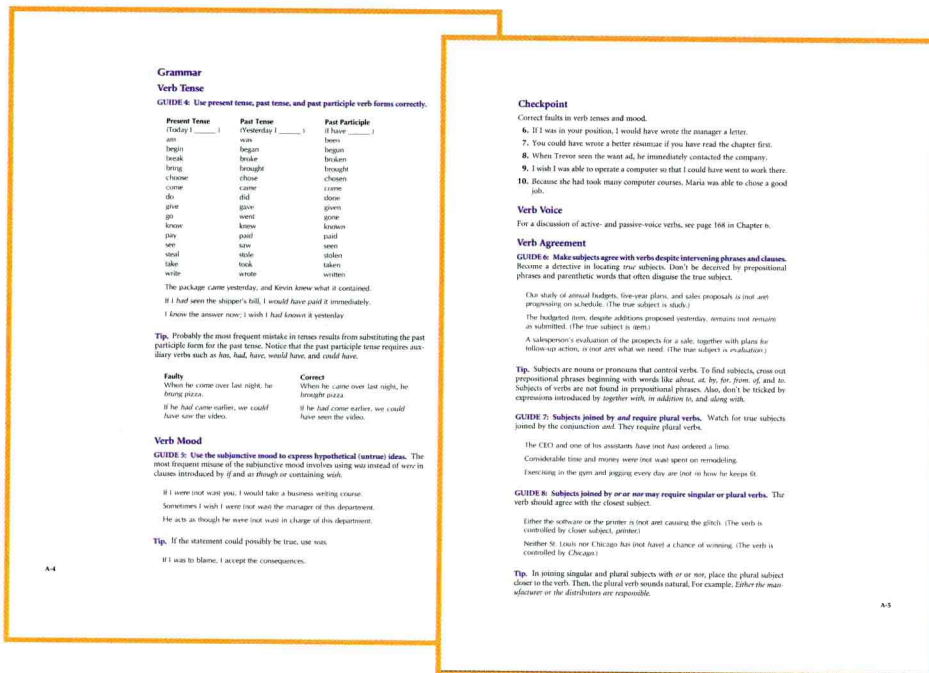
The expanded video library introduces students to business communication issues in a variety of interesting businesses. Featuring real companies with real communication issues, the videos require student analysis, problem-solving skills, and application of communication concepts from the text. New videos from the Small Business School, the series on PBS and Worldnet, enhance the Bridging the Gap series. The videos are available on VHS tape and digitized in WebTutor™ Advantage. Comprehensive teaching notes are included in the Instructor's Manual and a student video kit is provided in the free Student CD. (ISBN: 0-324-11460-5)



## C.L.U.E.

### Back to the Basics

Competent Language Usage Essentials. Review and reinforce grammar and language principles with the help of C.L.U.E. This business writer's handbook contains 50 of the most used and abused language elements, along with frequently misspelled and misused words. Try-out exercises help students learn C.L.U.E. principles. C.L.U.E. exercises at the end of each chapter have been completely revised to challenge the spelling and punctuation skills of students while simultaneously reviewing key concepts of the chapter. Answers to C.L.U.E. exercises are provided at the end of the book.





# Applied Career Skills Coverage

## Communication at Work

Career Coach boxes offer practical advice and information on translating communication skills to future careers. Topics such as “He Said, She Said: Gender Talk and Gender Tension” and “Practicing Courteous and Responsible Cell Phone Use” take a closer look at communication issues and challenges in the workplace.

### CAREER COACH

#### Practicing Courteous and Responsible Cell Phone Use

**B**usiness communicators find cell phones to be enormously convenient and real time-savers. But rude users have generated a backlash of sorts. Most of us have experienced thoughtless and offensive cell phone behavior. Although the cell phone industry vigorously opposes restrictive legislation, many major manufacturers admonish users to be courteous. Here are specific suggestions for using cell phones safely and responsibly:

- **Be courteous to those around you.** Don't force those near you to hear your business. Think first of those in close proximity instead of those on the other end of the phone. Apologize and make amends gracefully for occasional cell phone blunders.
- **Observe wireless-free quiet areas.** Don't allow your cell phone to ring in theaters, restaurants, museums, classrooms, important meetings, and similar places. Use the cell phone's silent/vibrating ring option. A majority of travelers prefer that

cell phone conversations not be held on most forms of public transportation.

- **Speak in low, conversational tones.** Microphones on cell phones are quite sensitive, thus making it unnecessary to talk loudly. Avoid “cell yell.”
- **Take only urgent calls.** Make full use of your cell phone's caller ID feature to screen incoming calls. Let voice mail take those calls that are not pressing.
- **Drive now, talk later.** Pull over if you must make a call. Talking while driving increases the chance of accidents fourfold, about the same as driving while intoxicated.

#### Career Application

How do you feel when you must listen to nearby cell phone conversations? Should cell phone use in cars be prohibited? During business meetings, how should participants react if their cell phones ring?

Spotlight on Communicators feature professionals and business leaders and their comments on the communication strategies that helped them to achieve their goals.

Each chapter highlights tips from prominent communicators. Their advice is directly related to chapter concepts, providing real-world applications of communication at work.

### Spotlight on Communicators



Celebrated talk show host Oprah Winfrey owes much of her success to the artful application of the simple process of listening and responding. “Communicating with people is how I always developed any kind of value about myself,” says the most successful female entertainer in the world.

On her show she is able to block out external distractions, become actively involved, listen empathically without interrupting, paraphrase her guests' ideas, and ask clarifying questions to draw out deep meanings and issues that underline their everyday lives.



# Ethical Considerations

## Communicating Ethically

To stress the importance of ethical considerations in all communication settings, the first chapter immediately introduces ethical challenges and tools for doing the right thing. These tools are then integrated throughout the book. This approach puts ethical conduct in context, rather than isolating these issues from the reality of day-to-day business interactions.

Additionally, Ethical Insights boxes in selected chapters address ethical issues or dilemmas in communication and provide strategies for communicating information within a complex business environment. Every chapter includes an Ethical Issues question for class discussion.

### ETHICAL INSIGHTS

#### Firm Lands in Hot Water for Caving in to Cultural Prejudices

**T**he international management consulting firm of Burns & McCallister found itself in cultural hot water. The problem? It refused to send female executives abroad to negotiate contracts in certain countries. Although the company had earned kudos for its fair treatment of women in this country, it declined to send female partners to negotiate contracts in certain countries.

**Silent Women.** In some cultures women may work in clerical positions, but they are not allowed to speak in a meeting of men. Contacts with clients must be through male partners or account executives. Japan, for example, has a two-track hiring system with women represented in only 3 percent of all professional positions. Other women in the workforce are uniformed office ladies who do the filing and serve tea.

**Company Justification.** In defense of its ban on sending women to negotiate in certain cultures, the head of Burns & McCallister said: "Look, we're about as progressive a firm as you'll find. But the reality of international business is that if we try to use women, we don't get the job. It's not a policy on all foreign accounts. We've just identified certain cultures in

which women will not be able to successfully land or work on accounts. This restriction does not interfere with their career track."

**Women's Rights.** The National Organization for Women (NOW) argues that Burns & McCallister should apply its American standards throughout the world. Since women are not restricted here, they should not be restricted abroad. Our culture treats women fairly and other cultures should recognize and respect that treatment. Unless Burns & McCallister stands up for its principles, change can never be expected.

#### Career Application

Organize a debate or class discussion focused on these questions. On what grounds do you support or oppose the position of Burns & McCallister to prohibit women from negotiating contracts in certain cultures? Should American businesses impose their cultural values abroad? Should Burns & McCallister sacrifice potential business to advance a high moral position? If the career advancement of women within the firm is not affected by the policy, should women care? Do you agree with NOW that change cannot occur unless Burns & McCallister takes a stand?

# Critical-Thinking Focus

## Exercising the Mind

More than ever before, employees must put their critical-thinking skills to work in order to analyze situations, make decisions, and solve problems. Through the incorporation of chapter-opening case studies and end-of-chapter problem-solving activities, Mary Ellen Guffey equips the business communicators with these high-level skills and prepares them for career success.