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商务与法律系列
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商务沟通

(第十一版)

BUSINESS COMMUNICATIONS

(ELEVENTH EDITION)

CAROL M. LEHMAN
WILLIAM C. HIMSTREET
WAYNE MURLIN BATY

世界财经与管理教材大系

东北财经大学出版社

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商务与法律系列 · 英文版

商　务　沟　通

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（第十一版）

Business Communications
11th Edition

凯罗·M. 莱曼
威廉·C. 亨斯瑞特　合著
威尼·莫林·贝蒂

Carol M. Lehman
William C. Himstreet
Wayne Murlin Baty

东北财经大学出版社

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出版者的话

但凡成事，均缘于势。得势则事成，失势则事不顺。顺势而行，如顺水行舟；借势而动，如假梯登高；造势而为，如太空揽月。治学、从政、经商、置业，均不可一日失势。势者，长处、趋势也。

今日中国，是开放的中国；当今世界，是开放的世界。改革开放，大势所趋，势不可挡。经济开放、文化开放、政治开放，世界需要一个开放的中国，中国更要融入开放的世界。借鉴国际惯例，学习他人之长，已经到了不可不为之时。

借鉴国际惯例，学习他人之长，已属老生常谈，但学什么、如何学、以何为蓝本为众多志士仁人所关注。可喜的是，由赤诚图文信息有限公司精心策划，ITP、McGraw-Hill 及 Simon & Schuster 等国际出版公司特别授权，东北财经大学出版社荣誉出版的“世界财经与管理教材大系”现已隆重面世！她以“紧扣三个面向，精选五大系列，奉献百部名著，造就亿万英才”的博大胸襟和恢弘气势，囊括经济学、管理学、财务与会计学、市场营销学、商务与法律等财经、管理类主干学科，并根据大学教育、研究生教育、工商管理硕士（MBA）和经理人员培训项目（ETP）等不同层次的需要，相应遴选了具有针对性的教材，可谓体系完整，蔚为大观。所选图书多为哈佛、斯坦福、麻省理工、伦敦商学院、埃维商学院等世界一流名校的顶尖教授、权威学者的经典之作，在西方发达国家备受推崇，被广为采用，经久不衰，大有“洛阳纸贵”之势。

借鉴国际惯例，毕竟只是因势而动；推出国粹精品，才是造势而为。在借鉴与学习的同时，更重要的是弘扬民族精神，创建民族文化。“民族的，才是国际的”。我们提倡学他人之长，但更希望立自己之势。

势缘何物，势乃人为。识人、用人、育人、成人，乃人本之真谛。育人才、成能人，则可造大势。育人、成人之根本在教育，教育之要件在教材，教材之基础在出版。换言之，人本之基础在书本。

凡事均需讲效益，所谓成事，亦即有效。高效可造宏基，无效难以为继，此乃事物发展之规律。基于此，我们崇尚出好书、出人才、出效益！

东北财经大学出版社

1998 年 4 月

PREFACE

BUSINESS COMMUNICATIONS

The environment in which individuals communicate has changed significantly since the First Edition of *Business Communications* was published more than thirty years ago. Technology, globalization of our economy, flattening of the organizational structure of businesses, and legal and ethical concerns all affect the way people communicate in the business setting of the 1990s. To maintain its relevance in this dynamic environment, the Eleventh Edition of *Business Communications* addresses these concerns among other timely communications issues. Read on to find out how *Business Communications* will help your students master business communication skills for career success.

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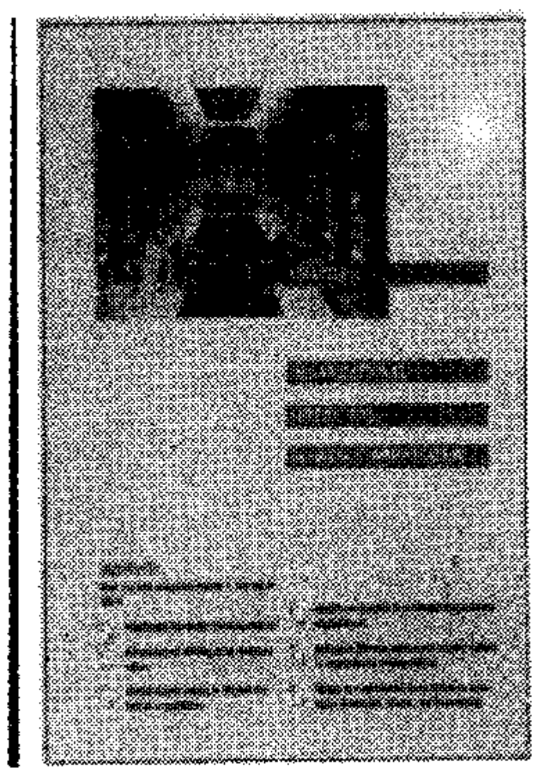
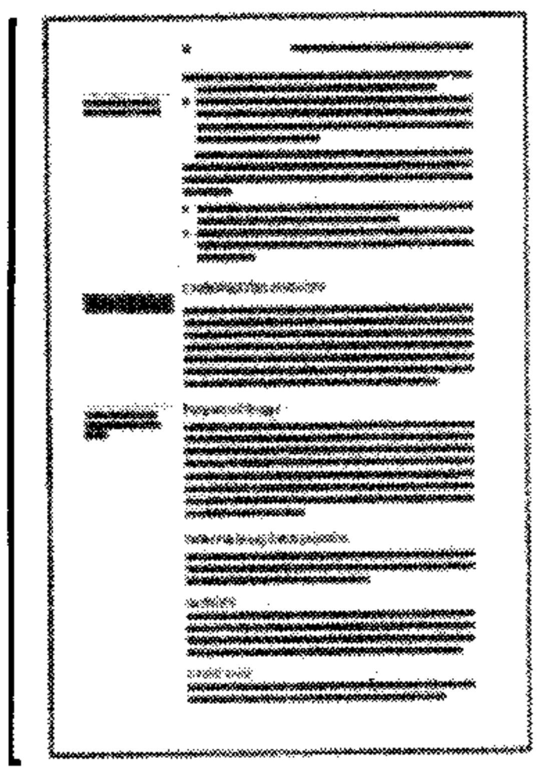
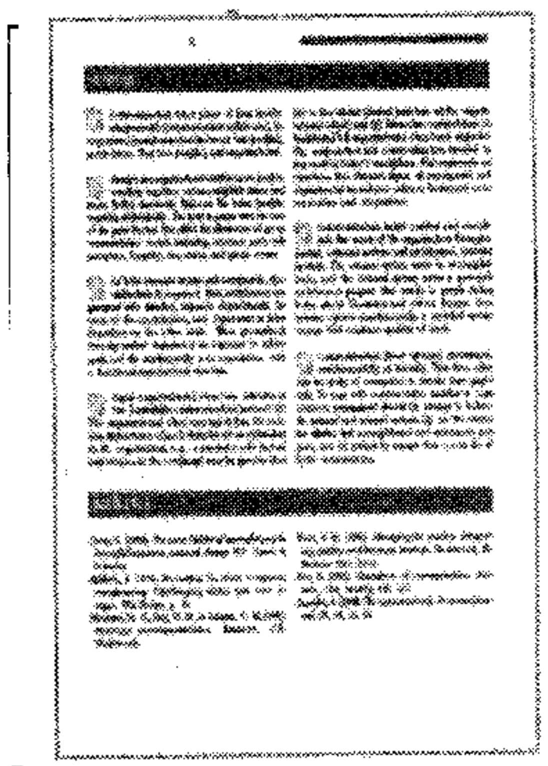
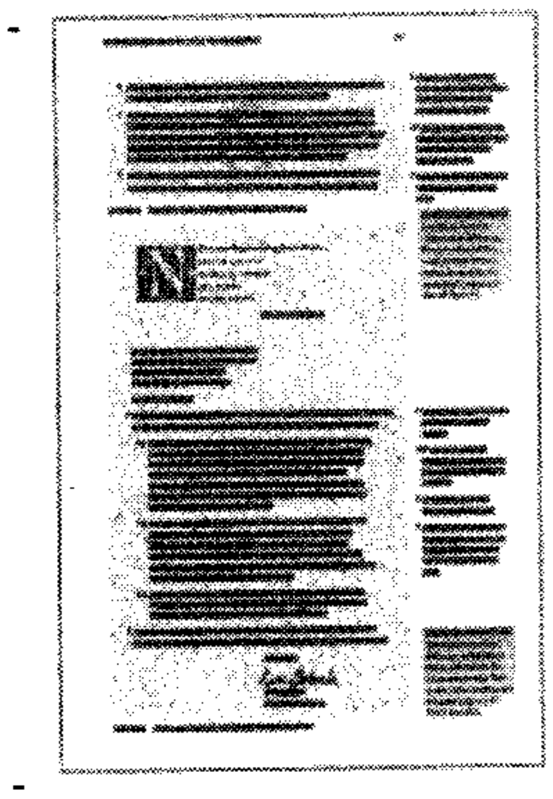






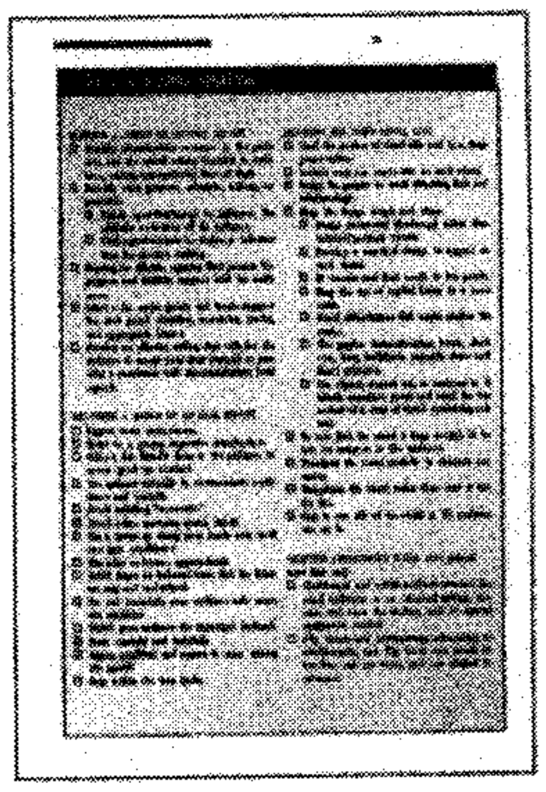


BUSINESS COMMUNICATIONS FACILITATES UNDERSTANDING AND DEVELOPS WRITING PROFICIENCY

This text is carefully designed to facilitate students' understanding of crucial communication principles and to develop effective writing skills. Several new pedagogical features have been added to the Eleventh Edition, and all of the existing features have been thoroughly updated.

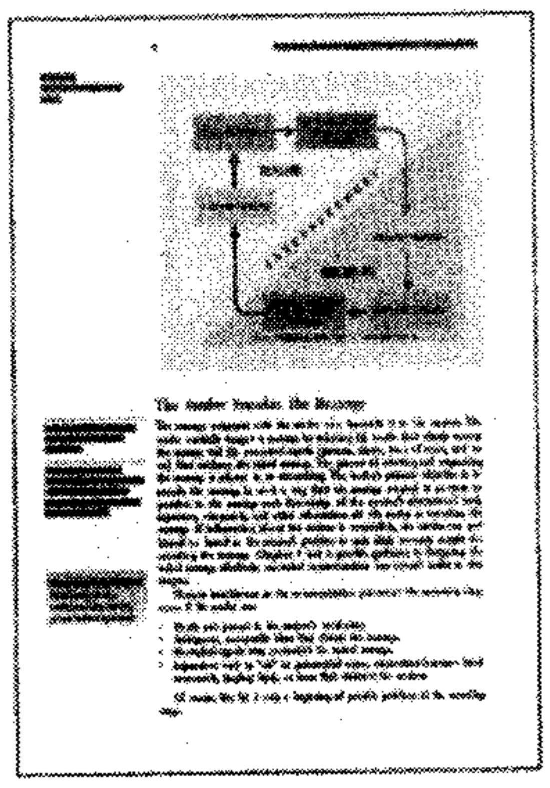
- A new pedagogical feature is introduced in this edition: the Integrated Learning System. The text and supplements are organized around the learning objectives presented at the beginning of each chapter. Numbered icons identify the objectives and appear next to the material throughout the text, *Study Guide*, *Instructor's Resource Manual,* and *Test Bank* where each objective is fulfilled. Within the text, end-of-chapter summaries and activities are provided for each learning objective. When students need further review to meet a certain objective, they can quickly identify the relevant material by simply looking for the icon. This integrated structure creates a comprehensive teaching and testing system.
- Important terms are now set in bold type for easy recognition and defined precisely in easy-to-understand language.
- Marginal questions and notes serve as handy self-checks that help students identify important concepts on each page. Students develop critical thinking skills as they apply their understanding in the new "Think It Over" marginal notes.
- Before-and-after writing examples, with sentence-by-sentence analysis, highlight common errors and help students see specific applications of effective writing principles. Many new examples have been added to the Eleventh Edition to ensure that models depict effective solutions to timely business problems.
  1. New letters, memos, and e-mail messages demonstrate how to communicate about a range of issues. Topics include claims related to MIS documentation contracts, front-end charges for mutual funds, notice of company relocation to employees, and a procedural memo. Creative persuasive examples focus on promoting ideas rather than products; for example, an employee's appeal to a supervisor to approve a telecommuting work option, citizens to support a city's youth swim association, and a persuasive claim to a resort hotel to adjust the room rate because exercise facilities were not available to conference attenders as advertised.
  2. Four excellent new annotated report examples enhance students' understanding of timely topics such as auditing a company's software policies and inventory, working in the Kuwaiti market, and electronic monitoring.
  3. A new application letter, a follow-up letter, and thank-you letters to an interviewer and a reference illustrate how an applicant can identify and emphasize key qualifications that match company and job requirements.

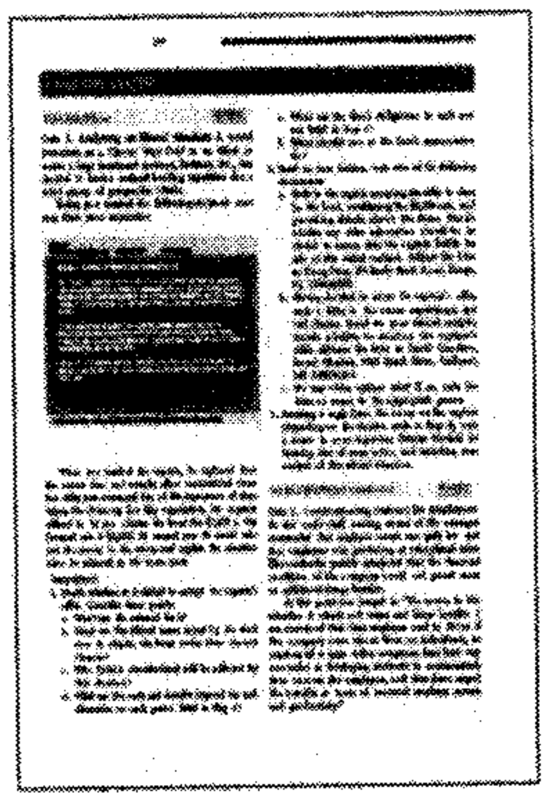
4. Lively new examples of an effective table, various types of charts, and a flowchart reflect capabilities of advanced presentation graphics software.



Full-document format adds realism to letters, memos, resumes, and reports and reinforces students' understanding of standard business formats. These documents, complete with realistic letterheads, add visual appeal to the regular text discussion.

- "General Writing Guidelines" and "Check Your Writing" checklists let students quickly evaluate their documents. New checklists include (1) planning and delivering an oral presentation, (2) organizing and composing messages, (3) revising and proofreading messages, (4) interviewing, (5) preparing employment messages, and (6) handling performance appraisals.
- Completely new, engaging photos and relevant captions illustrate communication concepts and reinforce the text discussion. At least one photo in each chapter focuses on a real-world communication situation.
- Appealing graphics provide students a clear picture of the specific communication theory and concepts being discussed such as the communication process model taken from Chapter 1 shown here.
- Grammar and mechanics reviews in Appendix B provide clear examples and self-check quizzes to help students see where grammar review is needed. Basic style in writing is covered in Chapters 7 and 8. Appendix B provides a handy grammar reference for students.
- Extensive end-of-chapter activities let students solve realistic, challenging problems. You'll find review questions, exercises, an e-mail application, applications, and cases for analysis, 25 percent of which are new.





Activities are carefully written to portray business situations relevant in various business disciplines and require students to consider international, ethical, legal, and technological implications. Each writing application and case for analysis in Chapters 9-18 is classified so you can select applications and cases relevant to your students' interests and needs. Classifications identify the discipline and the specific implications inherent in the problem.

The activities also encompass a broad range of difficulty to meet various levels of student needs—a repeated request of reviewers and users. The level of each activity is clearly marked in the *Instructor's Resource Manual.* The four levels include

Level 1: Analyzing the strengths and weaknesses of a poorly written document and revising the document incorporating the critique.

Level 2: Composing a document based on the information provided in the case problem. Students may provide fictitious details if necessary. Includes all information students need to solve the writing problem. Challenging new cases require students to solve realistic business problems occurring in disciplines ranging from marketing to information systems and others.

Level 3: Conducting basic library research to locate relevant information needed to solve the problem.

Level 4: Analyzing a complex issue that may require extensive research to reach an informed decision. Critical thinking questions help students organize their thoughts. Students write appropriate document(s) to the intended audience(s). These analytical cases appear in a separate section entitled *Cases for Analysis.*

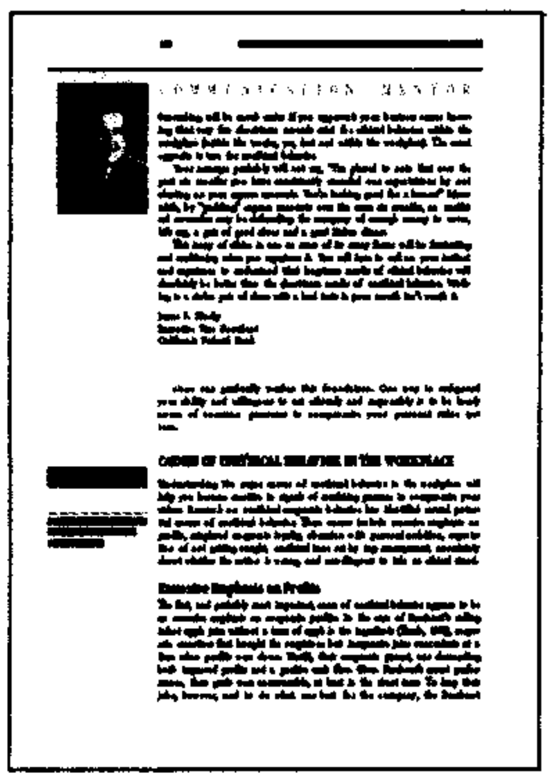
- Students build a strong theoretical foundation for writing (Chapters 1-8) before encountering the writing applications (Chapters 9-18). Reviewers and users have recommended this organizational pattern consistently. If you prefer to have your students write earlier, you can easily adapt the sequence and content of this flexible text.

Changes in the organization to the Eleventh Edition include a revised Chapter 1, "Interpersonal Communication and Listening" (formerly Chapter 2), that offers an engaging, highly relevant beginning for the study of business communications.

Part 3, "THE WRITING PROCESS," which covers the process of writing—determining the purpose and channel, envisioning the audience, adapting the message to the audience, organizing the message, writing the first draft, and revising and proofreading—has been streamlined for more focused coverage. Part 3 now includes Chapter 7, "Organizing and Composing Messages," and Chapter 8, "Revising and Proofreading Messages."

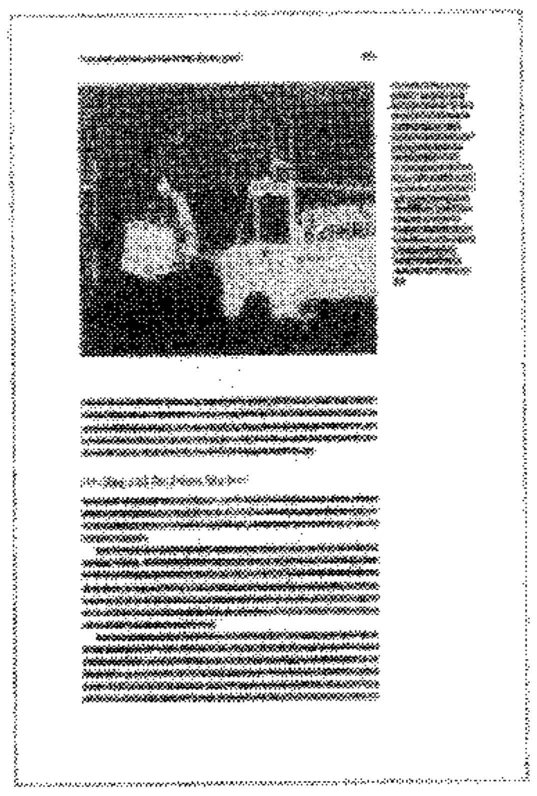
BUSINESS COMMUNICATIONS EXPOSES STUDENTS TO COMMUNICATION CHALLENGES IN REAL-WORLD COMPANIES

Advice from a panel of committed executives and exposure to communication dilemmas in real companies help students understand the relevance of effective oral and written communication in their career success. Throughout the text students learn to apply specific communication principles to real companies and situations.



- A Student Foreword, "Effective Communication Skills: Key Ingredients," challenges students to approach the course with added incentive. Examples from current literature and personal anecdotes of executives help students see the role of communication in the real world and the strong link to personal career success.
- Communication mentors give your students a priceless opportunity to "look over the shoulders" of a panel of communication mentors—six of the thirteen mentors are new to the Eleventh Edition. These corporate leaders represent numerous disciplines and various levels of management. As students study a particular principle, one or more of the communication mentors discuss how the principle actually works in today's dynamic business environment. They share related strategies for communicating effectively or provide concrete advice for developing the needed skill. To acquaint your students with the members of the communication mentor panel, refer them to the photos and brief profiles that appear at the end of the Student Foreword. A special format alerts students that they are learning from the real-life experiences of corporate executives.

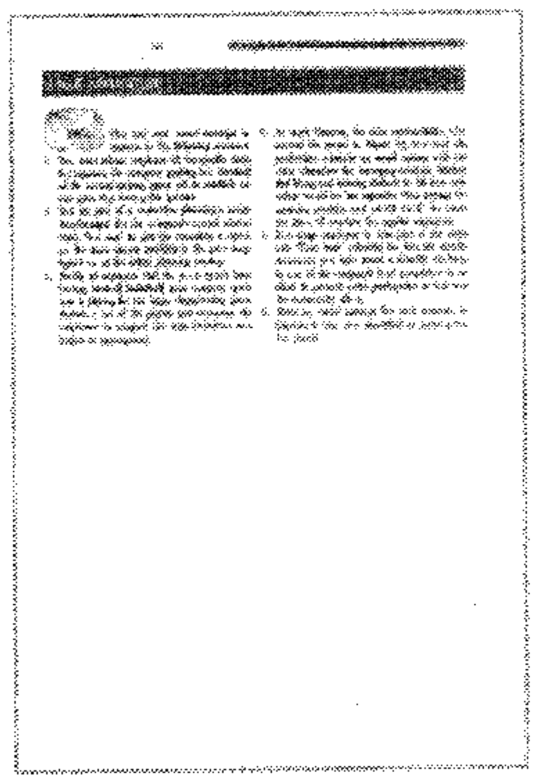
- A *Communication in Action* (CIA) case for each chapter is built around an executive who addresses a communication dilemma in a real company. Cases are based on personal interviews with the executives. Each CIA case includes critical thinking questions and legitimate writing assignments (in chapters where writing has been introduced) that allow students to apply what they have learned. Answers to questions and applications appear in the *Instructor's Resource Manual.*
- Selected chapter openers, photographs, marginal notes, and text discussion also highlight communication issues in real companies.
- Six videotapes take students inside real companies to learn how business executives solve communication problems. Teaching and learning materials in the textbook and *Instructor's Resource Manual* help you use these videos to enliven your classroom presentation.



BUSINESS COMMUNICATIONS OFFERS COMPREHENSIVE COVERAGE OF TIMELY TOPICS

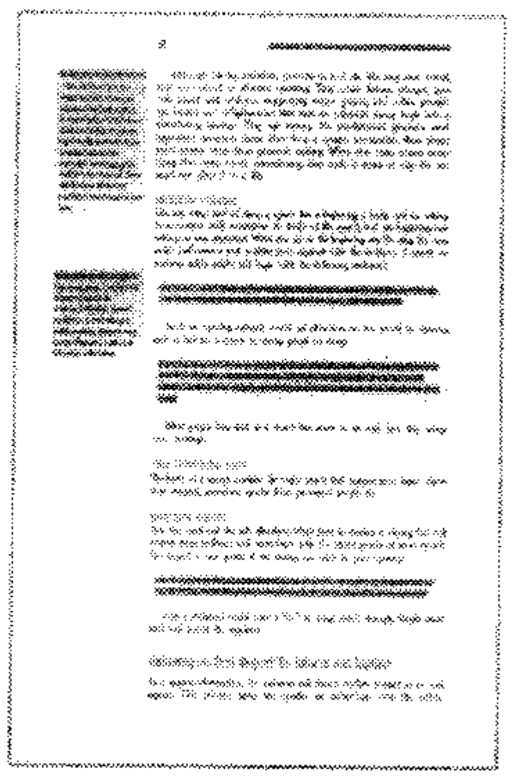
International, technological, ethical, legal, and interpersonal topics are integrated throughout the text to reinforce the importance of these factors in all phases of communication—oral and written. In addition to this comprehensive coverage, selected features further emphasize these important topics.

- A separate chapter on "Ethical and Legal Guidelines" (Chapter 6) builds awareness of ethical issues facing students now and on the job. Using a framework for analyzing ethical issues including legal aspects, students find solutions to ethical dilemmas that do not compromise their own personal values. Specific guidelines ensure students they are using effective communication ethically. Numerous examples from students' daily life, the business world, and cases offer ample opportunity to analyze complex issues where right and wrong may not be clear.
- Updated coverage on international and technology chapters (Chapters 4 and 5 respectively) reflect the latest issues including the Internet, online catalogs and information services, collaborative software, document conferencing, and detailed discussion of the ethical and legal implications of technology.



- End-of-chapter exercises and applications require students to solve problems with international, technological, ethical, legal, and interpersonal implications. The implications inherent in each application or case are clearly identified.
- An e-mail application at the end of each chapter develops proficiency in using this important tool in the workplace. Applications include sending the instructor an outline and bibliography of an upcoming oral or written report for approval, minutes of group meetings, and responses to cases where e-mail is an appropriate channel. Students message one another to apply specific communication theory and to facilitate collaborative writing projects. Advanced applications include querying an international agency through Gopher to seek firsthand information about international communication and performing an electronic search of a business research topic using the Internet.

BUSINESS COMMUNICATIONS DEVELOPS CRITICAL THINKING SKILLS



The ability to analyze complex issues, organize thoughts logically, and communicate these complex ideas concisely is essential for career success. The pedagogy of previous editions of *Business Communications* has involved teaching students to analyze and organize before beginning to write. Other features in the Eleventh Edition that foster the development of critical thinking skills include the following:

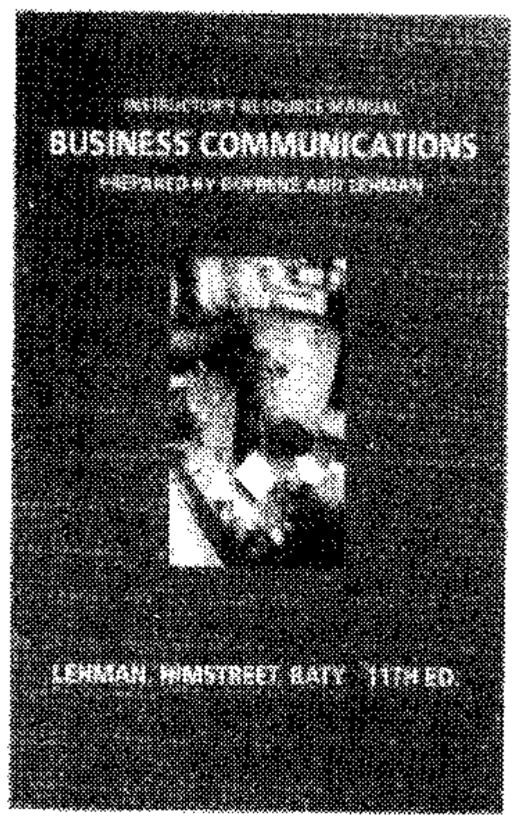
- Marginal notes marked "Think It Over" involve critical thinking and require students to analyze and apply the concepts presented in the text discussion.
- An ethical framework is presented to teach students to analyze ethical dilemmas from multiple perspectives and to identify solutions that conform to personal values.
- Cases for Analysis, the most challenging of the four ranges of difficulty available in the end-of-chapter activities, require students to analyze complex issues and communicate the analysis in logical, concise documents.
- Practical applications in the *Study Guide* provide critical thinking questions, or communication pointers, that help students analyze a situation and then organize their thoughts logically and concisely.

GMAT

- Selected end-of-chapter activities, marked with a GMAT icon, can be used as a sample Analytical Writing Assessment (AWA) for students preparing for the Graduate Management Admission Test (GMAT). The AWA portion of the GMAT includes two writing tasks that assess the ability to think critically and communicate complex ideas. The *Instructor's Resource Manual* contains guidelines for scoring the AWA following the holistic scoring method used by GMAT graders.

BUSINESS COMMUNICATIONS PROVIDES EXCELLENT INSTRUCTIONAL RESOURCES

A complete package of instructional resources complement the textbook as well as your classroom presentations. Use these instructional materials to simplify and strengthen the study of business communication to make both in- and out-of-class time more effective.


INSTRUCTOR'S RESOURCE MANUAL
BUSINESS COMMUNICATIONS
LEHMAN, HIMSTREET, BATY 11TH ED.

Instructor's Resource Manual

The comprehensive *Instructor's Resource Manual* includes

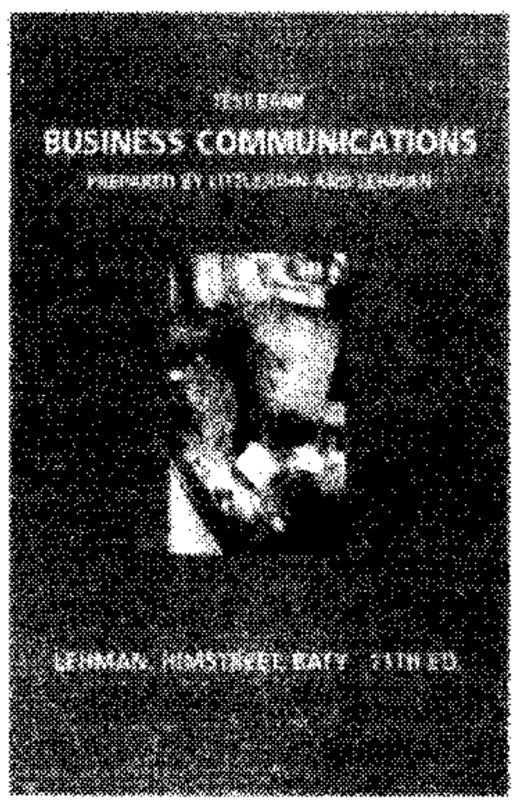
- Suggestions for organizing the course in a semester and a quarter system, administering the course, managing collaborative writing projects, and integrating the six videotapes.

- Guidelines for grading letters, reports, and oral presentations and holistic scoring method for Analytical Writing Assessment (AWA) tasks required for the Graduate Management Admissions Test (GMAT).
- Chapter learning objectives, an outline, and teaching suggestions for each chapter.
- Answers to end-of-chapter review questions and suggested solutions to exercises, e-mail applications, Communication in Action cases, applications, and cases for analysis.
- Suggested Readings lists for each chapter that direct students to articles to supplement the text and expose them to real-world communication strategies.
- Transparency masters that contain solutions to exercises and cases, formatted for clear, easy projection.

Test Bank (Print and MicroExam)

The **Test Bank** includes approximately 1,000 test questions, 25 percent of which are new to the Eleventh Edition. Each test bank chapter includes a correlation table that classifies each question according to type and learning objective. There are 20 true-false, 30 multiple choice, and 5 short-answer questions for each chapter and Appendix A. Page references from the text are included. You can select factually and application oriented questions by referring to the marginal notation, *fact* or *appl* for the classification of each multiple choice question. About 75 percent of the questions are factual and 25 percent are application. These class-tested questions have been evaluated for clarity and accuracy.

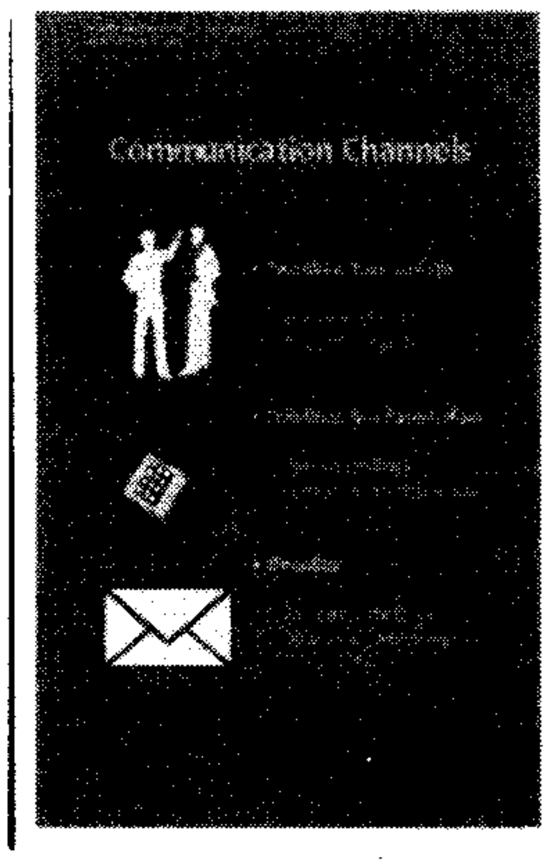
South-Western's automated testing program, **MicroExam 4.0**, contains all the questions from the printed test bank, with a pull-down menu that allows you to edit, add, delete, or randomly mix questions for customized tests.

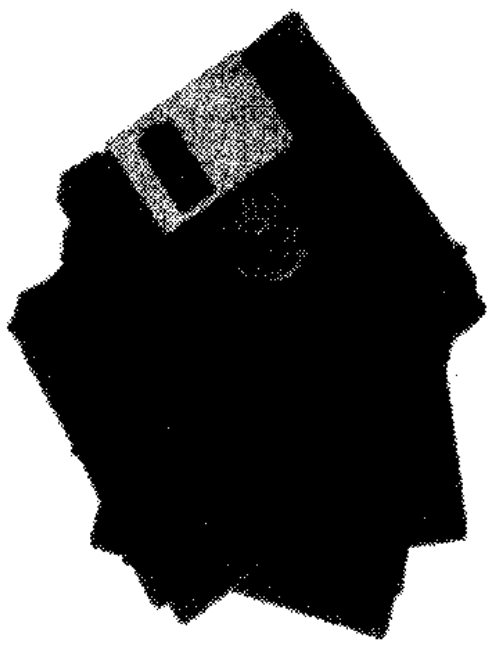


Color Acetate Transparencies and PowerPoint® Screens

In addition to the transparency masters included in the *Instructor's Resource Manual*, a package of approximately 100 fully developed one-, two-, and four-color overhead **transparencies** is available to adopters. The package is keyed to the text and includes many of the figures in the text, key communication concepts, activities designed to reinforce concepts presented in the text, and solutions to selected end-of-chapter activities.

The acetates are also available on a presentation disk that contains files created with **PowerPoint®**. (PowerPoint is a registered trademark of Microsoft Corporation.) You simply load the files pertaining to a specific lecture and display them as needed. You will need a personal computer and LCD technology to use the presentation disk in lieu of transparencies.





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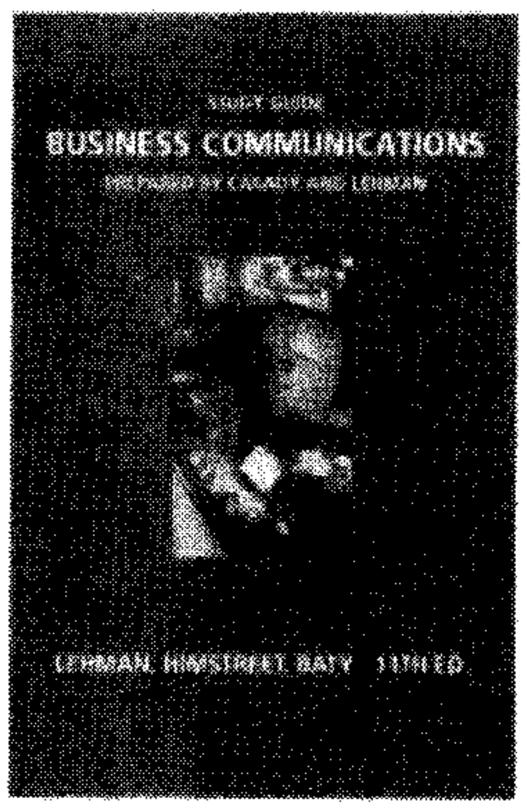
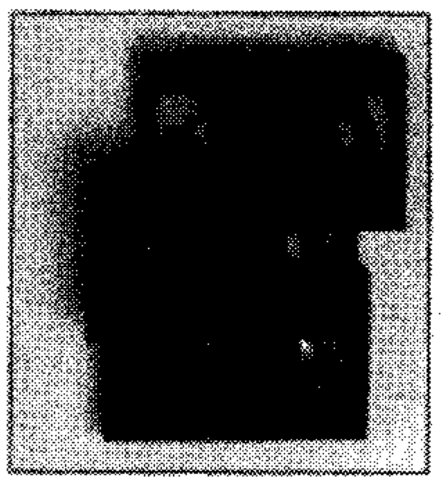


Study Guide

The **Study Guide** reinforces learning and includes three types of exercises:

- *Review Questions.* Students complete true/false and multiple choice questions for each chapter to help them master key principles. Twenty-five percent of the study guide questions are new. The feedback provided for each incorrect response clearly explains why the student's response is wrong and directs him or her to a page in the textbook for further study. Building this solid theoretical foundation will prepare your students for the applications (writing problems) in the text and will lead to improved scores on objective tests.
- *Practical applications for Chapters 9-18.* Students must solve three business-writing problems for each chapter, one of which is new to the Eleventh Edition. For the first two applications, students critique portions of texts (paragraphs within an entire letter or sections of letters that are difficult to write) and revise accordingly. Then, students compare their critiques and revisions to a succinct list of strengths, weaknesses, and suggested revisions. Before tackling the third application, students answer critical thinking questions that require them to analyze the situation and organize their thoughts. Comparing their work to the suggested answers allows students to compose the required document with increased confidence. Finally, they compare their document with the suggested solution and are prepared to write a similar document for evaluation.
- *Comprehensive review of major grammatical principles with exercises and answers.*

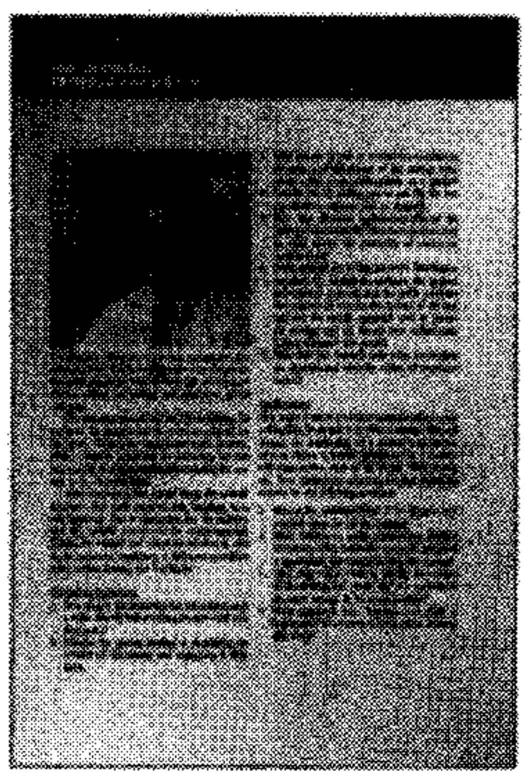


Videotapes with Teaching and Learning Materials

Six videotapes allow students to go inside real companies, meet business executives, and learn effective communication strategies. Each video ends with "Business Tips," a focused review of the major principles the executive explained. The videos have been carefully prepared to correspond with the major concepts presented in each of the six parts of *Business Communications.*

Teaching and learning materials are available to help you integrate these videotapes in your classroom. A full-page discussion of each tape appears in the appropriate place within the text. Each of these "Video Connections" previews the major points discussed in the film, includes five discussion questions that you can assign for homework or use to promote class discussion, and includes an application requiring students to apply key principles. (Students must write letters and memos for video applications in Parts 4-6 after writing has been introduced.)

The video segments include



• Part 1 (Chapter 3)	Public Speaking Salsbury Communications, Inc. Ventura County, California
• Part 2 (Chapter 4)	Intercultural Communication Pacific Bell Directory Orange County, California

• Part 3 (Chapter 8)	Revising and Proofreading Amatulli and Associates Cincinnati, Ohio
• Part 4 (Chapter 11)	Writing to Persuade C. Pharr Marketing Communications Dallas, Texas
• Part 5 (Chapter 14)	Communicating About Work and Jobs Venture Stores, Inc. St. Louis, Missouri
• Part 6 (Chapter 15)	Research Methods and the Report Process Inteleco Little Rock, Arkansas

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  York College

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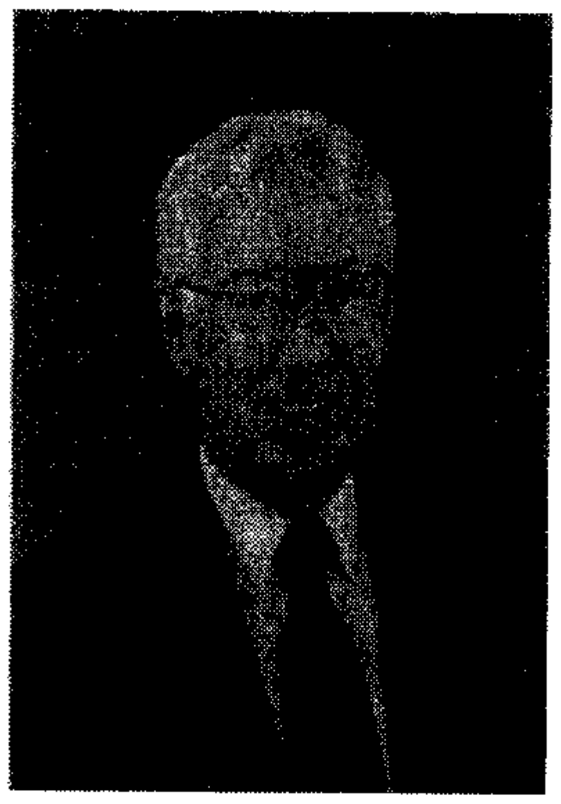

Wayne Murlin Baty

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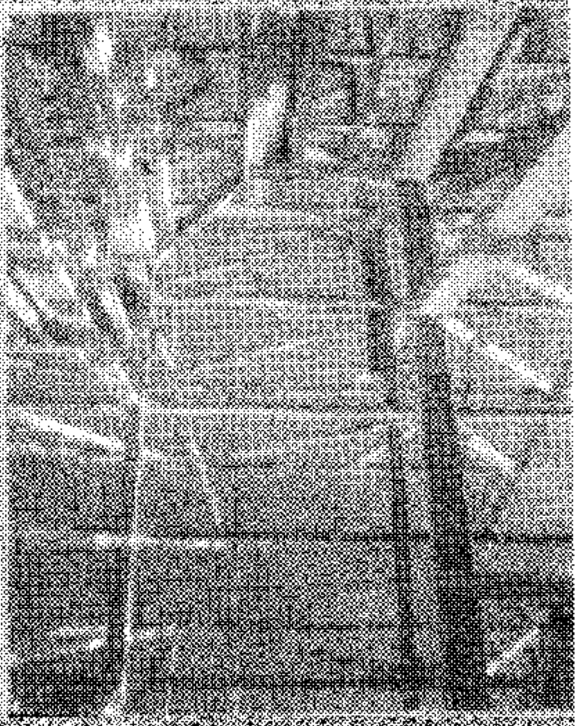

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