

NINTH EDITION

BASIC BUSINESS COMMUNICATION

Skills for Empowering the Internet Generation

Raymond V. Lesikar, Ph.D. Emeritus, Louisiana State University

Marie E. Flatley, Ph.D. San Diego State University



Preface vii

Introduction 1

Communication in the Workplace 2

Fundamentals of Business Writing 19

Adaptation and the Selection of Words 20
CHAPTER THREE
Construction of Clear Sentences
and Paragraphs 42

Writing for Effect 61

Basic Patterns of Business Messages 81

Introduction to Messages and the Writing Process 82

Directness in Good-News and Neutral Messages 99

Indirectness in Bad-News Messages 150

Indirectness in Persuasion and Sales Messages 174

Basics of Report Writing 256

Strategies in the Job-Search Process 203

Fundamentals of Report Writing 255

Report Structure: The Shorter Forms 286

CHAPTER TWELVE Long, Formal Reports 325 CHAPTER THIRTEEN Graphics 366

Other Forms of Business Communication 393

Informal Oral Communication 394

CHAPTER FIFTEEN
Public Speaking and Oral Reporting 415

Special Topics in Business Communication 435

Techniques of Cross-Cultural Communication 436

Correctness of Communication 453

Technology-Enabled Communication 479

Business Research Methods 504

APPENDICES 537

- A Corrections for the Self-Administered Diagnostic Test of Correctness 537
- B Physical Presentation of Letters, Memos, and Reports 539
- C A Grading Checklist for Messages 564
- D A Grading Checklist for Reports 566
- € Documentation and the Bibliography 569

Credits 579 Index 581 Preface VII



Introduction

CHAPTER ONE

Communication in the Workplace 2

The Role of Communication in Business 3

The Importance of Communication Skills to You 3

Why Business Needs to Communicate 3

COMMUNICATION IN BRIEF:

Some Quotes on Communication by Today's Businesspeople 4

COMMUNICATION IN BRIEF:

Peter Drucker, on the Importance of Communication in Business 5

Main Forms of Communication in Business 5

Communication Network

of the Organization 7

Variation in Communication Activity

by Business 9

The Process of Human Communication 10

The Beginning: A Message Sent 10
Entry in the Sensory World 10
Detection by the Senses 11
The Filtering Process 11
Formation and Sending of the Response 11

COMMUNICATION IN BRIEF:

A Sure Way of Getting a Response 12

The Cycle Repeated 12

The Communication Process and Written

Communication 12

Some Basic Truths about Communication 12 Resulting Stress on Adaptation 13

The Goal, Plan, and Philosophy of This Book 14

The Plan: Situations, Solutions, Summaries 14

The Philosophy: Communicate

to Communicate 14

An Underlying Rule: Ethical Communication 14

Summary by Chapter Objectives 14 Critical Thinking Questions 16

Critical Thinking Exercises 16



Fundamentals of Business Writing

CHAPTER TWO

Adaptation and the Selection of Words 20

INTRODUCTORY SITUATION:
 Choosing Words That Communicate 21

The Basic Need for Adaptation 21

Visualizing the Reader 21 Technique of Adapting 21

COMMUNICATION IN BRIEF:

A Classic Case of Adaptation 22
Adaptation Illustrated 22
Adapting to Multiple Readers 22
Governing Role of Adaptation 23

Suggestions for Selecting Words 23

Use Familiar Words 24 Choose Short Words 25 Use Technical Words and Acronyms with Caution 26

 COMMUNICATION IN BRIEF. Select Words with the Right Strength and Vigor 27 Technical Language? 27

Grammar Checkers Help Writers with Word TECHNOLOGY IN BRIEF:

Selection 28 Use Concrete Language 29 Use the Active Voice 30 Avoid Overuse of Camouflaged Verbs 31

 COMMUNICATION IN BRIEF: Disraeli versus Gladstone: A Classic Illustration

of Word Precision 32 Select Words for Precise Meanings 32

Suggestions for Nondiscriminatory Writing 33

Avoid Sexist Words 33

COMMUNICATION IN BRIEF:

Meaning and the Appearance of a Word 36 Avoid Words That Stereotype by Race, Nationality, or Sexual Orientation 36 Avoid Words That Sterotype by Age 37 Avoid Words That Typecast Those with Disabilities 37 In Conclusion about Words 37

Summary by Chapter Objectives 37

Critical Thinking Questions 39

Critical Thinking Exercises 39

CHAPTER THREE

Construction of Clear Sentences and Paragraphs 42

 INTRODUCTORY SITUATION: Writing Sentences and Paragraphs That Communicate 43

Foundation of Adaptation 43

Emphasis on Short Sentences 43

- TECHNOLOGY IN BRIEF: Grammar Checkers Help Writers Evaluate Length 44
- COMMUNICATION IN BRIEF: A Marathon Sentence (308 Words) from U.S. Government Regulations 45

Limiting Sentence Content 45 Economizing on Words 46

COMMUNICATION IN BRIEF COMMUNICATION OF THE PROPERTY Determining Emphasis in Sentence Design Arranging Sentences for Clarity 54

Care in Paragraph Design 54

Giving the Paragraphs Unity 54 Keeping Paragraphs Short 55 Making Good Use of Topic Sentences 55

COMMUNICATION IN BRIEF

Uniqueness and Clarity in a Definition & Leaving out Unnecessary Detail 36 Giving the Paragraphs Movement 57

Summary by Chapter Objectives 57

Critical Thinking Questions 59

Critical Thinking Exercises 59

CHAPTER FOUR Writing for Effect 61

INTRODUCTORY SITUATION: Affecting Human Relations through Writing

Business Etiquette and the Need for Effect &

 COMMUNICATION IN BRIEF. A Poem: The Old Language of Business &

Conversational Style 63

Resisting the Tendency to Be Formal 63

TECHNOLOGY IN BRIEF:

Grammar Checkers Help Identify Cliches Cutting Out "Rubber Stamps" 64 Proof through Contrasting Examples 65

You-Viewpoint 66

The You-Viewpoint Illustrated 66 A Point of Controversy 68

Accent on Positive Language 68

Effects of Words 69 Examples of Word Choice 69

 COMMUNICATION IN BRIEF: A French General's Justification of Politeness 71

Courtesy 71

Singling Out Your Reader 71
Refraining from Preaching 72
Doing More Than Is Expected 72
Avoiding Anger 72
Being Sincere 74

The Role of Emphasis 74

Emphasis by Position 75 Space and Emphasis 75 Sentence Structure and Emphasis 75 Mechanical Means of Emphasis 75

Coherence 76

Tie-In Sentences 76
Repetition of Key Words 76
Use of Pronouns 77
Transitional Words 77
A Word of Caution 77

Summary by Chapter Objectives 77

Critical Thinking Questions 79

Critical Thinking Exercises 79



Basic Patterns of Business Messages

Introduction to Messages and the Writing Process 82

INTRODUCTORY SITUATION:
 The Nature of Business Messages 83

Traditional Letters 83

Email 83

Evaluating Email's Pros and Cons 84 Including the Prefatory Elements 85 Beginning the Message 86 Organizing the Contents 86 Writing the Message: Formality
Considerations 86
Writing the Message: General
Considerations 87

TECHNOLOGY IN BRIEF:

Using Good Email Etiquette Helps Writers
Convey Intended Message 89
Closing the Message 89
Using Emphasis Devices 89

TECHNOLOGY IN BRIEF:

Projected Growth of Electronic Mail 90
Using Initialisms Cautiously 90

Memorandums 91

Defining Memorandums 91
Determining Memorandum Form 92
Viewing Memorandum Formality 93
Writing Memorandums 93

The Process of Writing 94

Planning the Message 94
Gathering and Collecting the Facts 94
Analyzing and Organizing Information 94
Writing the Message 95
Rewriting Your Work 95
Editing and Presenting the Final Document 95

Plan of the Presentation 96

Summary by Chapter Objectives 96

Critical Thinking Questions 98

CHAPTER SIX

Directness in Good-News and Neutral Messages 99

Preliminary Assessment 100

The General Direct Plan 100

Beginning with the Objective 100
Presenting Any Necessary Explanation 100
Covering the Remaining Part
of the Objective 100
Ending with Adapted Goodwill 101

Adaptation to Routine Inquiries 101

INTRODUCTORY SITUATION

Routine Inquiries 101
Choosing from Two Types of Beginnings 101
Informing and Explaining Adequately 102
Structuring the Questions 102

	ONICATION IN BRIEF: Inquiry 103	
•	COMMUNICATION IN BRIEF: How One Might Write a Routine Inquiry 103 How One Might Worde 103	
	How One Might With Goodwill 103 Ending with Goodwill 103 Reviewing the Order 103	
	Reviewing the Orac	

TECHNOLOGY IN BRIEF:
 Bullets Provide Visuals Writers Can Use to List
 Items 104
 Contrasting Examples 104

Adaptation to Inquiries about People 105

INTRODUCTORY SITUATION:
 Inquiries about People 105

Old Masters 108
Respecting the Rights of People 108
Structuring around the One Job 108
Summarizing the Plan 109
Contrasting Examples 109

 TECHNOLOGY IN BRIEF: Shortcut Tools Help Writers Improve Productivity and Quality 110

Adaptation to General Favorable Responses 113

INTRODUCTORY SITUATION:
 General Favorable Responses 113
 Beginning with the Answer 113
 Identifying the Message Being Answered 113

 COMMUNICATION IN BRIEF: How Routine Responses Were Written in the Late 1800s 114

Logically Arranging the Answers 114
Skillfully Handling the Negatives 114
Considering Extras 114

OMMUNICATION IN BRIEF:

Skillful (?) Handling of a Complaint 115 Closing Cordially 115 Reviewing the Plan 115 Contrasting Illustrations 115

COMMUNICATION IN BRIEF:

Truthful (?) Reporting in Recommendation

Letters 118

Adaptation to Personnel Evaluations 119

Personnal Fundamental Purion:

Personnel Evaluations 119
Using Typical Direct Order 119
Making the Report Fair and Accurate 119

Evaluations 120
Contrasting Examples 120

Adaptation to Adjustment Grants 122

INTRODUCTORY SITUATION:
 Adjustment Grants 122
 Considering Special Needs 122
 Reviewing the Plan 123
 Contrasting Adjustments 124

Adaptation to Order Acknowledgments 124

INTRODUCTORY SITUATION:
 Order Acknowledgments 124
 Using Directness and Goodwill
 Building 126
 Being Tactful in Shipment Delays 126

TECHNOLOGY IN BRIEF:

Tables Help Writers Organize Data for Early

Reading 127

Summarizing the Structure of Order

Acknowledgments 127

Contrasting Acknowledgments 127

Adaptation to Claims 128

• INTRODUCTORY SITUATION.

Claims 128

Using Directness for Bad News 128
Identifying the Problem in a Direct
Beginning 128
Stating the Problem Directly 131
Giving Choice in Correcting Error 131
Overcoming Negativeness with a Friendly
Close 131
Outlining the Claim Message 131
Contrasting Examples of Claim

Other Direct Message Situations 133

Summary by Chapter Objectives 133

Critical Thinking Questions 136

Messages 131

Critical Thinking Exercises 136

Critical Thinking Problems 137

CHAPTER SEVEN

Indirectness in Bad-News Messages 150

- COMMUNICATION IN BRIEF:
 How One Might Write a Routine Inquiry 103
 Ending with Goodwill 103
 Reviewing the Order 103
- TECHNOLOGY IN BRIEF: Bullets Provide Visuals Writers Can Use to List Items 104 Contrasting Examples 104

Adaptation to Inquiries about People 105

- INTRODUCTORY SITUATION: Inquiries about People 105
- COMMUNICATION IN BRIEF:
 Some Words of Advice on Letter Writing from the
 Old Masters 108
 Respecting the Rights of People 108
 Structuring around the One Job 108
 Summarizing the Plan 109
 Contrasting Examples 109
- TECHNOLOGY IN BRIEF:
 Shortcut Tools Help Writers Improve
 Productivity and Quality 110

Adaptation to General Favorable Responses 113

- INTRODUCTORY SITUATION:
 General Favorable Responses 113
 Beginning with the Answer 113
 Identifying the Message Being Answered 113
- COMMUNICATION IN BRIEF:
 How Routine Responses Were Written in the Late
 1800s 114
 Logically Arranging the Answers 114

Skillfully Handling the Negatives 114
Considering Extras 114

- COMMUNICATION IN BRIEF:

 Skillful (?) Handling of a Complaint 115

 Closing Contially 115

 Reviewing the Plan 115

 Contrasting Illustrations 115
- COMMUNICATION IN BRIEF:

 Truthful (?) Reporting in Recommendation

 Letters 118

Adaptation to Personnel Evaluations 119

INTRODUCTORY SITUATION:
 Personnel Evaluations 119
 Using Typical Direct Order 119
 Making the Report Fair and Accurate 119

Structuring the Plan for Personnel
Evaluations 120
Contrasting Examples 120

Adaptation to Adjustment Grants 122

INTRODUCTORY SITUATION:
 Adjustment Grants 122
 Considering Special Needs 122
 Reviewing the Plan 123
 Contrasting Adjustments 124

Adaptation to Order Acknowledgments 124

- INTRODUCTORY SITUATION:
 Order Acknowledgments 124
 Using Directness and Goodwill
 Building 126
 Being Tactful in Shipment Delays 126
 TECHNOLOGY IN BRIEF:
- Tables Help Writers Organize Data for Easy
 Reading 127
 Summarizing the Structure of Order
 Acknowledgments 127
 Contrasting Acknowledgments 127

Adaptation to Claims 128

Outlining the Claim Manage 121

Outlining the Claim Message 131 Contrasting Examples of Claim Messages 131

Other Direct Message Situations 133

Summary by Chapter Objectives 133

Critical Thinking Questions 136

Critical Thinking Exercises 136

Critical Thinking Problems 137

CHAPTER SEVEN
Indirectness in Bad-News
Messages 150

Simutions Requiring Indirectness 151

The General Indirect Plan 151

Beginning with a Strategic Buffer 151 Developing the Strategy 151 Presenting the Bad News Positively 151 Ending on a Positive Note 152

Refused Requests 152

INTRODUCTORY SITUATION:

Refused Requests 152
Developing the Strategy 152
Setting Up the Explanation in
the Opening 153
Presenting the Explanation Convincingly 153
Handling the Refusal Positively 153
Closing with Goodwill 154
Fitting the General Plan to Refused
Requests 154
Contrasting Refusals 154
Adjustment Refusals 155

• INTRODUCTORY SITUATION: Adjustment Refusals 155

TECHNOLOGY IN BRIEF:

Email Stationery Tool Allows Writers
to Customize Form Documents 158
Determining the Strategy 158
Beginning by Setting Up Your Reasoning 158
Refusing Positively and Closing
Courteously 159
Adapting to the General Plan 159
Contrasting Adjustment Refusal
Messages 159

Credit Refusals 161

- INTRODUCTORY SITUATION:
 Credit Refusals 161
- COMMUNICATION IN BRIEF:

A Not-So-Successful Refusal 162
Selecting the Strategy 162
Adapting to the General Plan 162
Structuring the Credit Refusal 164
Contrasting Credit Refusal Illustrations 164

COMMUNICATION IN BRIEF:
 That College Touch in a Refusal 166

Other Indirect Messages 166

Summary by Chapter Objectives 166

Critical Thinking Questions 168

Critical Thinking Exercises 168

Critical Thinking Problems 168

Indirectness in Persuasion and Sales Messages 174

Persuasive Requests 175

INTRODUCTORY SITUATION:

Persuasive Requests 175

Determining the Persuasion 175

Gaining Attention in the Opening 175

Presenting the Persuasion 176

Presenting the Persuasion 176

The Present Clearly and Positively 177

Presenting the Persuasion 176

Making the Request Clearly and Positively 177
Summarizing the General Plan 177

Contrasting Persuasion Messages 177

Sales Messages 178

Questioning the Acceptability of Sales

Messages 178

Benefitting from Sales Writing 180

Sales Messages 180
Planning the Structure 181

Knowing the Product or Service and the Reader 181

Determining the Appeal 181

COMMUNICATION IN BRIEF:

A Basic Lesson for Sales Writing 182
Determining the Mechanics 182
Gaining Attention 183
Holding Attention in the Opening 183
Presenting the Sales Material 184
Stressing the You-Viewpoint 187
Choosing Words Carefully 187

COMMUNICATION IN BRIEF:

A Successful Sales Letter? 189
Including All Necessary Information 189
Driving for the Sale 190
Urging the Action 190
Recalling the Appeal 190
Adding a Postscript 190
Inviting Name Removal to Email Readers 191
Reviewing the General Sales Plan 192
Evaluating Contrasting Examples 192

 TECHNOLOGY IN BRIEF: Clip Art Helps Business Writers Add Interest to Sales Messages 193

Summary by Chapter Objectives 194

Critical Thinking Questions 196

Critical Thinking Exercises 196

Critical Thinking Problems 197

Strategies in the Job-Search Process 203

 INTRODUCTORY SITUATION: The Job-Search Process 204

The Job Search 204

Building a Network of Contacts 204 Identifying Appropriate Jobs 205 Finding Your Employer 207

TECHNOLOGY IN BRIEF:
 Web Page Profiles Can Work for You 208

Preparing the Application Documents 209

INTRODUCTORY SITUATION:
 Résumés and Applications 209

Constructing the Résumé 210

Traditional Print Résumé 210 Scannable Print Résumé 217 Electronic Résumé 226

Writing the Cover Message 229

Print Cover Letters 229

- COMMUNICATION IN BRIEF:
 Effectiveness of a Salutation 230
- COMMUNICATION IN BRIEF: Choice Lines Gleaned from Application Letters 235

 Email Cover Message 238
- TECHNOLOGY IN BRIEF:
 Websites Offer Valuable Interview
 Advice 239

Handling the Interview 240

Investigating the Company 240
Making a Good Appearance 240
Anticipating Questions and Preparing
Answers 240
Putting Yourself at Ease 242
Helping Control the Dialogue 242

Some Quotes on Thank You Notes by how

Following Up and Ending the Application of the Job-Search Messages 243

Continuing Job-Search Activities 245

Summary by Chapter Objectives 246
Critical Thinking Questions 248
Critical Thinking Exercises 248
Critical Thinking Problems 249



Fundamentals of Report Writing

Basics of Report Writing 256

INTRODUCTORY SITUATION
 Report Writing 257

Defining Reports 257

Determining the Report Purpose 258

The Preliminary Investigation 259

Need for a Clear Statement of the Problem 19

Determining the Factors 259

Use of Subtopics in Information Reports 259
Hypotheses for Problems Requiring Solution Studies Bases of Comparison in Evaluation Studies B

Gathering the Information Needed 261

Interpreting the Findings 261

Advice for Avoiding Human Error 262 Appropriate Attitudes and Practices 262 Statistical Tools in Interpretation 263

Organizing the Report Information 264

TECHNOLOGY IN BRIEF:

Software Tools Assist the Writer in Both
Identifying Factors and Outlining 265
The Nature and Extent of Outlining 265
Introductory and Concluding Parts 265
Organization by Division 266
Division by Conventional Relationships 266
Combination and Multiple Division
Possibilities 268
Wording of the Outline 269

Writing the Report 272

Requirement of Objectivity 273

COMMUNICATION IN BRIEF:

An Example of Objective Reporting? 274
Consistency in Time Viewpoint 274
Need for Transition 274

COMMUNICATION IN BRIEF:

Choice Lines Gleaned from Accident Reports Submitted to Insurance Companies 276 Maintaining Interest 277

Collaborative Report Writing 277

TECHNOLOGY IN BRIEF:

Intranets Help Groups Collaborate Virtually 278

Determination of Group Makeup 278
Techniques of Participation 278
Procedure of the Work 279
Activities Involved 279

TECHNOLOGY IN BRIEF:

Revision and Review Tools Help Track Others' Changes to Your Documents 280

Summary by Chapter Objectives 281

Critical Thinking Questions 283

Critical Thinking Exercises 283

CHAPTER ELEVEN

Report Structure: The Shorter

Forms 286

• INTRODUCTORY SITUATION: The Structure of Short Reports 287 An Overview of Report Structure 287

Characteristics of the Shorter Reports 289

Little Need for Introductory Information 289
Predominance of the Direct Order 289

COMMUNICATION IN BRIEF:

A Point Well Made in a Short Report 291

More Personal Writing Style 293

Less Need for a Structured

Coherence Plan 293

Forms of Shorter Reports 294

The Short Report 294 Letter Reports 294 Email Reports 300

Special Report Forms 303

Staff Report 303

COMMUNICATION IN BRIEF:

Unexpected Findings in a Report 304
Meeting Minutes 304
Progress Report 307
Audit Report 307
Proposal 307

Summary of Chapter Objectives 311

Critical Thinking Questions 313

Critical Thinking Exercises 313

Critical Thinking Problems 314

Topics for Report Problems 323

CHAPTER TWELVE

Long, Formal Reports 325

INTRODUCTORY SITUATION:
 Long. Formal Reports 326

Organization and Content of the Longer Reports 326

The Prefatory Parts 327
Title Fly 328
Title Page 328
Authorization Message 329
Transmittal Message, Foreword,
Preface 329

 COMMUNICATION IN BRIEF: A Questionable Example of Effective Reporting 330 Table of Contents, List of Illustrations 331 Executive Summary 331

The Report Proper 331

Introduction 332

- TECHNOLOGY IN BRIEF: Using Word to Generate the Table of Contents 333
- COMMUNICATION IN BRIEF: Technical Writer's Report on Humpty Dumpty 335 The Report Body 335 The Ending of the Report 335 Appended Parts 336

Structural Coherence Helpers 336

The Long Analytical Report Illustrated 339

Summary by Chapter Objectives 339

Critical Thinking Questions 356

Critical Thinking Exercises 356

Critical Thinking Problems 357

Topic Suggestions for Intermediate-Length and Long Reports 361

CHAPTER THIRTEEN Graphics 366

 INTRODUCTORY SITUATION: Graphics 367

Planning the Graphics 367

Placing the Graphics in the Report 367

Determining the General Mechanics of Construction 368

Size Determination 368 Layout Arrangement 368 Type 368 Rules and Borders 369 Color and Cross-Hatching 359 Clip Art 369

 COMMUNICATION IN BRIDE Clear Evidence of the Value of her surper Numbering 370 Construction of Titles 371 Placement of Titles 371 Footnotes and Acknowledgments 37

Constructing Textual Graphics 372

Tables 372 Pull Quotes 373 Bullet Lists 373 Flowcharts and Process Charts 373

Constructing Visual Graphics 376

Bar and Column Charts 376 Pictographs 379 Pie Charts 380 Line Charts 380 Scatter Diagrams 382 Maps 382 Combination Charts 383 Other Graphics 385 Avoiding Common Errors 385

 TECHNOLOGY IN BRIEF: Practicing Visual Ethics 389

Summary by Chapter Objectives 350

Critical Thinking Questions 391

Critical Thinking Exercises 391



Other Forms of Business Communication

CHAPTER FOURTEEN Informal Oral Communication #

 INTRODUCTORY SITUATION: Informal Oral Communication on the 188 \$

Informal Talking 395

TECHNOLOGY IN BRIEF:

Voice Input Saves Time Creating Business Documents 396

Definition of Talking 396
Elements of Good Talking 397
Courtesy in Talking 398

Conducting and Participating in Meetings 398

Techniques of Conducting Meetings 398

TECHNOLOGY IN BRIEF:

Collaborative Tools Support Virtual Meetings 399

Techniques for Participating in a Meeting 400

Using the Telephone 401

Need for Favorable Voice Quality 401
Techniques of Courtesy 401
Effective Telephone Procedures 402
Effective Voice Mail Techniques 402
Wireless Telephones and Their Courteous
Use 403

Dictating Messages and Reports 403

Techniques of Dictating 403
Message Dictation Illustrated 405
Voice Recognition with Computers 405

Listening 405

The Nature of Listening 405

COMMUNICATION IN BRIEF:

Listening Error in a Chain of Communication 406 Improving Your Listening Ability 406

The Reinforcing Role of Nonverbal Communication 408

Nature of Nonverbal Communication 409 Types of Nonverbal Communication 409

Summary by Chapter Objectives 411

Critical Thinking Questions 414

Critical Thinking Exercises 414

CHAPTER FIFTEEN

Public Speaking and Oral Reporting 415

• INTRODUCTORY SITUATION:

Formal Speaking 416

Making Formal Speeches 416

Selection of the Topic 416
Preparation of the Presentation 416

COMMUNICATION IN BRIEF:

A Speaker's Classic Putdown of an Unruly Audience 419

Determination of the Presentation Method 419 Consideration of Personal Aspects 420

TECHNOLOGY IN BRIEF:

PowerPoint Presentations Can Be Broadcast over the Internet 421

Audience Analysis 422 Appearance and Physical Actions 423 Use of Voice 424 Use of Visuals (Graphics) 425

COMMUNICATION IN BRIEF:

Mark Twain on "Knowing When to Stop Talking" 426 A Summary List of Speaking Practices 427

Team (Collaborative) Presentations 427

Reporting Orally 429

A Definition of Oral Reports 429
Differences between Oral and Written
Reports 429
Planning the Oral Report 430

Summary by Chapter Objectives 431

Critical Thinking Questions 433

Critical Thinking Exercises 433



Special Topics in Business Communication

CHAPTER SIXTEEN

Techniques of Cross-Cultural Communication 436 INTRODUCTORY SITUATION:
 Cross-Cultural Communication 437

Problems of Cultural Differences 437

- TECHNOLOGY IN BRIEF:
 Web Tools for Cross-Cultural
 Communication 438
 Body Positions and Movements 439
- COMMUNICATION IN BRIEF: Carefully Present and Receive a Business Card in Japan 440

 Views and Practices Concerning Factors of Human Relationships 441
- COMMUNICATION IN BRIEF:
 A Classic Defense of Cultural Difference 442
 Effects on Business Communication
 Techniques 444

Problems of Language 445

Lack of Language Equivalency 445
Difficulties in Using English 445

A General Suggestion for Communicating across Cultures 450

Summary by Chapter Objectives 451

Critical Thinking Questions 452

Critical Thinking Exercises 452

CHAPTER SEVENTEEN

Correctness of Communication 453

INTRODUCTORY SITUATION:
 The Effects of Correctness on
 Communication 454

The Nature of Correctness 454

COMMUNICATION IN BRIEF:

Can You Detect the Differences in Meaning the

Punctuation Makes? 455

Standards for Punctuation 455

Apostrophe 456 Apos 2 456 Brackets 456 Colon 456 Comma 457 Dash 460 Exclamation Mark 460 Hyphen 460 Italics 461

- TECHNOLOGY IN BRIEF:
 Reference Software Tools 462
 Parentheses 462
 Period 462
 Question Mark 463
 Quotation Marks 463
 Semicolon 464
- COMMUNICATION IN BRIEF. Get it Wright! 465

Standards for Grammar 465

Adjective-Adverb Confusion 465
Subject-Verb Agreement 466
Adverbial Noun Clause AN 466
Awkward 467
Dangling Modifier 467
Sentence Fragment 467
Pronouns 468
Parallelism 469
Tense 470
Word Use 471
Wrong Word 471

Standards for the Use of Numbers 472

Spelling 474

Rules for Word Plurals 474 Other Spelling Rules 474

Capitalization 476

Critical Thinking Exercises 477

A Self-Administered Diagnostic Test of Correctness 478

Technology-Enabled Communication 479

INTRODUCTORY SITUATION:
 Using Technology in Communication
 Tasks 480

Tools for Constructing Messages 480

Computer Tools for Planning 480
Computer Tools for Gathering and Collected
Information 482

Computer Tools for Analyzing and Organizing 485 Computer Tools for Writing 486

 TECHNOLOGY IN BRIEF: Backing Up Frequently Is the Writer's Responsibility 489

Tools for Presenting Messages 491

Software 492

Hardware 495

Tools for Transmitting Messages 496

Tools for Collaboration 498

Asynchronous Computer Tools 498

Synchronous Computer Tools 499

A Look to the Future 499

Summary by Chapter Objectives 501

Critical Thinking Questions 503

Critical Thinking Exercises 503

Business Research Methods 504

• INTRODUCTORY SITUATION: Business Research Methods 505

Secondary Research 505

Finding Publication Collections 506
Taking the Direct Approach 507
Using Indirect Methods 511

Primary Research 520

Searching through Company Records 520 Conducting the Experiment 520 Using the Observation Technique 522 Collecting Information by Survey 524

 TECHNOLOGY IN BRIEF: Survey Tools Help Writers Lay Out, Analyze, and Report Results of Questionnaires 525

Evaluating and Reporting Data 532

Summary by Chapter Objectives 533

Critical Thinking Questions 535

Critical Thinking Exercises 535

APPENDICES

A CORRECTIONS FOR THE SELF-ADMINISTERED
DIAGNOSTIC TEST OF CORRECTNESS 537

B PHYSICAL PRESENTATION OF LETTERS, MEMOS, AND REPORTS 539

C A GRADING CHECKLIST FOR MESSAGES 564

D A GRADING CHECKLIST FOR REPORTS 565

E DOCUMENTATION AND THE BIBLIOGRAPHY 569

Credits 579

Index 581