

Business and Administrative

Community cations

EDITION 11

Ketty O. Locker Donna King

Business and Administrative Communication

ELEVENTH EDITION

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The Ohio State University

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BUSINESS AND ADMINISTRATIVE COMMUNICATION, ELEVENTH EDITION

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To my beloved husband, Jim, and dearest friend Kitty.

A Debt of Gratitude

Kitty O. Locker was my closest friend and professional colleague. We met in graduate school and mentored each other throughout our careers. She devoted herself to making Business and Administrative Communication a leading textbook, and I am proud to carry forward her tradition of excellence.

Christopher Toth is a third person who has consistently contributed to the content and quality of Business and Administrative Communication (BAC). Christopher began working on BAC with the 8th edition, researching content, writing many sidebars, developing new exercises, and selecting photos; he also wrote the Mosaic extended case (available online), and co-revised the Instructor's Manual and PowerPoint slides. He has continued to take a growing role in BAC. For the last two editions, in addition to helping with research and photographs, he has collaborated on text changes, updated the five chapters in the "Proposals and Reports" section plus the "Designing Documents" chapter, and written most of the ancillary materials.

Christopher is an Assistant Professor at Grand Valley State University in Allendale, Michigan, where he teaches business communication, document design, professional writing, and visual rhetoric. His research interests are visual design, negative messages, technology concerns, and writing pedagogy. He consistently presents his research at the Association for Business Communication's annual conference. For that organization, he also serves as the chair of the Technology Board.

T H E A U T H O R

Donna S. Kienzler is a Professor Emeritus of English at Iowa State University in Ames, Iowa, where she taught in the Rhetoric and Professional Communication program. She was the Director of Advanced Communication and oversaw more than 120 sections of business and technical communication annually. She was also an Assistant Director of the university's Center for Excellence in Learning and Teaching, where she taught classes, seminars, and workshops on pedagogy; directed graduate student programming; and directed the Preparing Future Faculty program, a career-training program for graduate students and postdoctoral fellows.

Her research focused on pedagogy and ethics. Her article with Helen Ewald, "Speech Act Theory and Business Communication Conventions," won an Association for Business Communication (ABC) Alpha Kappa Psi Foundation Award for distinguished publication in business communication. Her article with Carol David, "Towards an Emancipatory Pedagogy in Service Courses and User Departments," was part of a collection that won a National Council of Teachers of English (NCTE) Award for Excellence in Technical and Scientific Communication: Best Collection of Essays in Technical or Scientific Communication.

She has done consulting work for the Air Force, Tracor Consulting, Green Engineering, Northwestern Bell, Iowa Merit Employment, the Iowa Department of Transportation, the University of Missouri, and her local school district.

She is active in the Association for Business Communication (ABC), where she currently serves on the board of directors as well as on the Business Practices and the Teaching Practices Committees. She also served on ABC's Ad Hoc Committee on Professional Ethics, which developed a Professional Ethics Statement for the national organization.

In 2002, she received ABC's Meada Gibbs Outstanding Teacher Award.

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Connect[®] + BAC = Effective Communicators

Business and Administrative Communication (BAC) is **flexible, specific, interesting, comprehensive, and up-to-date.** BAC uses a rhetorical emphasis of audience purpose, and context allowing communicators to shape their messages appropriately for all channels and purposes.

BAC conveys the best possible advice to students while Connect[®] Business Communication allows students to apply concepts and practice skills.

McGraw-Hill *Connect Business Communication*

Connect is an all-digital teaching and learning environment designed from the ground up to work with the way instructors and students think, teach, and learn. As a digital teaching, assignment, and assessment platform, *Connect* strengthens the link among faculty, students, and coursework, helping everyone accomplish more in less time.

LearnSmart Achieve: Excel in Your Writing *LearnSmart Achieve* is a revolutionary new learning system that combines a continually adaptive learning experience with important, rich, dynamic learning resources to help students learn the material, retain more knowledge and get better grades. Some student results can be found on the front inside cover of this text.

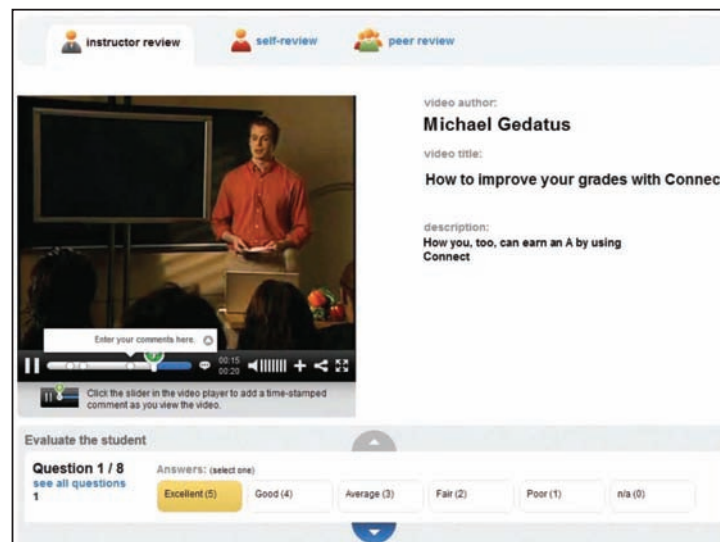


As a student progresses through *LearnSmart Achieve*, the program's continuously adaptive learning path adjusts to deliver just-in-time resources—instructional videos, simulations—catered to each student's needs. This model is designed to accelerate learning and strengthen memory recall.

LearnSmart Achieve for Business Communication develops or improves editing skills and empowers students to put responsible writing into practice. With interactive documentation tools, it helps students master the foundations of writing. Developed

based on ethnographic qualitative and quantitative research, it addresses the needs of today's classrooms, both online and traditional.

Presentation Skills: Skill Practice Inside and Outside the Classroom *Connect's* presentation capture tool gives instructors the ability to evaluate presentations and students the freedom to practice their presentations anytime, and anywhere. With its fully customizable rubric, instructors can measure students' uploaded presentations against course outcome and give students specific feedback on where improvement is needed.



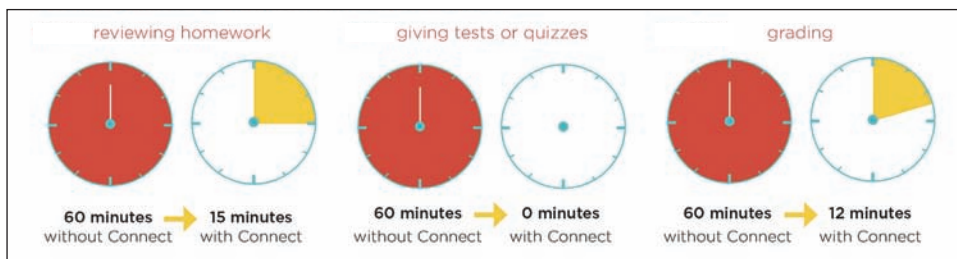
Interactive Applications: A Higher Level of Learning *Interactive Applications* for each chapter allow students to practice real business situations, stimulate critical thinking, and reinforce key concepts. Students receive immediate feedback and can track their progress in their own report. Detailed results let instructors see at a glance how each student performs and easily track the progress of every student in their course.



Connect Plus Business Communication *Connect Plus Business Communication* gives students access to an integrated e-book, allowing for anytime, anywhere access to the textbook. With each homework problem directly mapped to the topic in the book, the student is only one click away from the textbook. The e-book also includes a powerful search function that allows students to quickly scan the entire book for relevant topics.



Efficient Administrative Capabilities *Connect* offers you, the instructor, auto-gradable material in an effort to facilitate teaching and learning.



Student Progress Tracking *Connect* keeps instructors informed about how each student, section, and class is performing, allowing for more productive use of lecture and office hours. The progress tracking function enables instructors to:

- View scored work immediately and track individual or group performance with assignment and grade reports.
- Access an instant view of student or class performance relative to learning objectives.
- Collect data and generate reports required by many accreditation organizations, such as AACSB.

Connect and LearnSmart allow me to present course material to students in more ways than just the explanations they hear from me directly. Because of this, students are processing the material in new ways, requiring them to think. I now have more students asking questions in class because the more we think, the more we question.

Sharon Feaster, Instructor at Hinds Community College

What's New?

Many changes make the 11th edition even better. You will find new examples throughout the book. As you might expect, one of the biggest changes is even more emphasis on electronic communication and tools. In addition to an expanded Chapter 9, "Sharing Informative and Positive Messages with Appropriate Technology," almost every chapter now has its own technology section. You will also notice more learning objectives and chapter summaries organized around learning objectives. New end-of-chapter exercises include shorter cases to complement the extended case on the BAC website.

The 11th edition includes new communication advice from business figures such as Warren Buffett, Nate Silver, and Colin Powell; as well as new examples of communication practices from major businesses such as Amazon, Boeing, Campbell, Dairy Queen, IBM, J.C. Penney, Microsoft, Toyota, Yahoo, and Zappos.

New web resources, as well as coverage of new topics, such as why positive psychology is important for business, why trust is important for good communication, how our body language influences our own behavior, what communication skills big data demands, how to create infographics, and why etiquette is important are discussed.

Chapters offer new material from major business books, such as

- Dan Ariely, *Predictably Irrational: The Hidden Forces that Shape Our Decisions*.
- Marc Benioff and Karen Southwick, *Compassionate Capitalism: How Corporations Can Make Doing Good an Integral Part of Doing Well*.
- Jonah Berger, *Contagious: Why Things Catch On*.
- Clayton M. Christensen, James Allworth, and Karen Dillon, *How Will You Measure Your Life?*
- Frances Frei and Anne Morriss, *Uncommon Service: How to Win by Putting Customers at the Core of Your Business*.
- Daniel Kahneman, *Thinking, Fast and Slow*.
- Carol Loomis, ed. *Tap Dancing to Work: Warren Buffett on Practically Everything, 1966-2012: A Fortune Magazine Book*.
- Daniel H. Pink, *To Sell Is Human: The Surprising Truth about Moving Others*.
- Colin Powell with Tony Koltz, *It Worked for Me: In Life and Leadership*.
- Nate Silver, *The Signal and the Noise: Why So Many Predictions Fail—But Some Don't*.

Chapters also offer new information from leading business sources such as

- *Bloomberg Businessweek*
- *CNNMoney*
- *Fast Company*
- *Forbes*
- *Fortune*
- *Harvard Business Review*
- *Inc.*
- *Wall Street Journal*

Updates also come from leading metropolitan newspapers, including the *Los Angeles Times*, *New York Times*, and *Washington Post*, as well as too many websites to mention.

Every chapter has been revised to keep it up-to-date for instructors and interesting for students. Listed below are new or updated content and features.

Chapter 1: Succeeding in Business Communication

- Opens with the nearly \$50 billion cost of miscommunication for Bank of America.
- Updates figures for USPS mail and electronic communication quantities.
- Places section on “Benefits of Good Communication Skills” first.
- Reinforces good communication as a quality that makes organizations desirable places to work.
- Includes new information on how good communication skills benefit individuals.
- Provides new examples of billion-dollar costs for poor communication.
- Updates list of executives who have lost their positions because of e-mail.
- Updates section on electronic communication.
- Provides sidebars on importance of good writing and reading skills at Amazon, Warren Buffett’s advice on good business writing, and problem-solving advice from Nate Silver’s *The Signal and the Noise*.

Chapter 2: Adapting Your Message to Your Audience

- Opens with the outreach to male audiences for formerly female-oriented products.
- Increases information on electronic channels and their different advantages.
- Summarizes Pew research on channel shifts and age and gender preferences for channels.
- Provides examples on topics such as creative uses of channels and the efficacy of audience benefits.
- Discusses customers not willing to pay for benefits they need.
- Presents sidebars on audiences for General Colin Powell, audience subgroups for Americans without health insurance, Wikipedia channel mending, customer texting, business cards as a channel, and a younger audience for Campbell soups.

Chapter 3: Building Goodwill

- Includes new sections on “Positive Psychology,” what it is, how it uses you-attitude and goodwill, why business should care about it, and how companies can use it; “Trust,” how it relates to the skills described in this chapter and why it is important for job success; and “Using Technology to Build Goodwill,” how companies are successfully using electronic channels.
- Opens with department store Macy’s efforts to offer merchandise appealing to specific minorities.
- Shows Microsoft using you-attitude in its relations with Chinese officials.

- Emphasizes the importance of you-attitude as a job skill that computers will not replace.
- Updates information on the makeup of the U.S. population showing the growing diversity of the workplace and the need to communicate with appropriate, unbiased language.
- Provides sidebars on airline goodwill, Progressive insurance goodwill, the positive/negative ratio for success in business, workplace thanks, inaccurate positive spin from movie studios, the perils of offensive advertising, and web accessibility.

Chapter 4: Navigating the Business Communication Environment

- Includes new sections on etiquette and big data.
- Opens with a description of grocery stores using nonverbal communication to create a sales environment.
- Provides additional information on and examples of ethics initiatives and the huge costs of ethics lapses.
- Presents additional criteria for ethical choices and action.
- Gives new web resources on ethics.
- Updates information on outsourcing, globalization, and corporate culture.
- Explains ways our body language influences our own behavior.
- Includes new material on networking, data security problems, electronic media invasions of privacy, and the innovation process. Also presents new material on big data: what it is, why it is important, how it is being used, and communication skills it demands.
- Provides new examples of firms working to keep a more positive work/family balance and to reduce their environmental impact.
- Explains the debate over telecommuting sparked by Yahoo's new CEO.
- Presents sidebars on communication ethics, job perks as part of corporate culture, exercise workstations, the role of serendipity in interpersonal communications, the hacking of the Sony networks, and data mining competitions.

Chapter 5: Planning, Composing, and Revising

- Opens with a \$1.2 billion two-word phrase.
- Provides writing advice from professional writers Donald Murray and Anne Lamott.
- Elaborates on creating a rough draft.
- Presents style illustrations from Warren Buffett's 2012 letter to stockholders.
- Provides new examples of diction choices with profound implications.
- Includes information on technology that helps in giving and receiving feedback.
- Presents sidebars on *forecasting* vs. *predicting* earthquakes, bribery definitions, words for selling homes, the Internet's influence on conciseness, and proofreading errors.

Chapter 6: Designing Documents

- Includes new sections on using various software programs to create designs and on creating infographics.
- Opens with a description of how Morningstar, an investment firm, uses document design to communicate complicated ideas to customers.
- Presents new information on white space plus social media and conventions.
- Provides new examples, including before and after examples of Delta boarding passes, as well as an infographic example.
- Presents sidebars on useful design principles, the power of color, infographic resources, image/photo resources, and usability.gov.

Chapter 7: Communicating across Cultures

- Includes a new section on outsourcing as a major aspect of global business.
- Opens with an explanation of how the success of Dairy Queen in China came from its adaptations to local culture.
- Updates information on global business, local culture adaptations, and diversity in North America.
- Presents information on customs for business meetings in Brazil, China, Germany, India, Japan, Russia, and Saudi Arabia.
- Also includes new information on food at global business meetings, body language in different countries, writing to international audiences, and oral communication, including a new section on handling negatives.
- Presents sidebars on marketing for Hispanic audiences, nonverbal communication tips for China, the difficulty of translating brand names into other languages, and IBM's expansion in Africa.

Chapter 8: Working and Writing in Teams

- Provides a new section on technology for teams.
- Opens with the importance of teamwork for animators.
- Includes new information on leadership, brainstorming techniques, and conflict resolution, as well as the importance of team skills for hiring and job success. Also adds new material on technology for teams, including sections on technologies for meetings, scheduling and assignments, and collaboration.
- Presents sidebars on scorecards for teams; teamwork myths; a company that's all teams, no bosses; and Berkshire Hathaway's 2013 annual meeting.

Chapter 9: Sharing Informative and Positive Messages with Appropriate Technology

- Includes new sections on tablet technology and on the use of story in informative messages.
- Opens with an article on how the Cleveland Clinic is providing better information to patients.

- Includes new information on using communication technology, text messages, tweets, and other social media; also, content on e-mail etiquette and following up on e-mails.
- Updates examples—from sources as varied as text messages, tweets, the National Hurricane Center, banks, credit card contracts, Zappos, and Standard and Poor.
- Provides sidebars on teaching doctors communication skills, pilots and air controllers texting each other, using social media at work, small businesses preferring LinkedIn over Twitter, managing your e-mail inbox, International Finance Corporation using storytelling to help transfer information, and the CDC's zombie apocalypse campaign spreading information on disaster preparations.

Chapter 10: Delivering Negative Messages

- Includes a new section on using technology for negative messages.
- Opens with J.C. Penney's media apology to try to slow its drastic decline in revenue.
- Provides new information on the costs of mishandling negative communication, including the costs of withholding negative communication; handling negative communication from employees; dealing with criticism; and tone in oral communications (rudeness).
- Shows how to respond to some common oral negative situations.
- Discusses pros and cons of various technologies for handling negative situations.
- Presents sidebars on bad weather warnings; restoring goodwill at Delta Air Lines; Toyota's media blitz to recover from its massive recall; the difficulties of cross-cultural apologies; a successful apology for a product meltdown; negative communications from lawyers negatively influencing judges, juries, and settlements; and Progressive Insurance's media flop: "My Sister Paid Progressive Insurance to Defend Her Killer in Court."

Chapter 11: Crafting Persuasive Messages

- Includes new sections on using technology for persuasive messages and on explaining problem solutions.
- Opens with a persuasive letter from congressional representatives to Washington Redskins owner Dan Snyder asking him to change the name of his team and not use Native Americans as mascots.
- Bolsters support for the importance of persuasion in business communications.
- Presents new examples for using emotional appeals and adapting persuasion to organizational cultures.
- Offers new information on choice architecture, constraints on evidence, performance reviews, and pricing; as well as choosing the wrong kind of persuasion, controlling information for sales, and explaining why the belief in the efficacy of threats is so widespread.

- Provides sidebars on a water charity, the importance of simplifying information and navigation on the web, persuasion to lose weight, Nobel prize winner Daniel Kahneman on how to write a believable persuasive message, behavioral economics being used in India for safety and health issues, Obama presidential campaign e-mail subject lines, in-store persuasion, how to persuade people to buy your business book, distinctions between charities and businesses, and fund-raising etiquette.

Chapter 12: Building Résumés

- Includes a new section on innovation and résumés, including videos, social media résumés, and “prezumés.”
- Opens with a discussion of former Yahoo CEO Scott Thompson losing his job because of résumé dishonesty and then highlights other famous people who recently lost their jobs because of résumé dishonesty.
- Expands information on the role of social media in the job search.
- Updates job changing information, the steps of a job hunt, the importance of the GPA.
- Adds information on how to organize for a job hunt, how new employees are being found, how employers are filling jobs through social media, how to job hunt while currently employed.
- Expands emphasis on the importance of the traditional résumé.
- Provides sidebars on electronic tools for organizing job hunt materials, résumé blunders, famous people who have worked at McDonald’s, the value of “soft” skills, and overused buzzwords, as well as what employers want, how Coca-Cola hires, and how to clean up online footprints (the Grandma Test).

Chapter 13: Writing Job Application Letters

- Includes a new section on social networking and personal websites.
- Opens with two very different application letters, both widely circulated, for Wall Street jobs.
- Includes new information on e-mail application letters and managing social media while job hunting.
- Updates examples.
- Presents sidebars on career changes, phantom job ads, unconventional tactics, bad cover letter content, and good cover letter content.

Chapter 14: Interviewing, Writing Follow-Up Messages, and Succeeding in the Job

- Offers new sections on meal etiquette and long-term career strategy.
- Opens with a Twitter interview for Pizza Hut.
- Includes new information on campus interviews.
- Provides new tips on phone, video, and multiple interviews.
- Presents new sidebars on jobs at *Fortune’s* best companies to work for, Amazon interviews, Elena Kagan’s confirmation “interview,” and interview bloopers.

Chapter 15: Researching Proposals and Reports

- Includes new sections on using technology, including social media, for research and using quotations.
- Opens with a discussion of the United Nations report on how children are affected by war.
- Provides new examples of plagiarism in the news and how businesses routinely use research and surveys.
- Includes new information on Google searches, problems with phone surveys, and phrasing survey questions.
- Presents new sidebars on plagiarism among high-ranking politicians, research with e-readers, and research on the Deepwater Horizon explosion causes.

Chapter 16: Creating Visuals and Data Displays

- Includes new sections on infographics and software programs for creating visuals and data displays.
- Opens with a discussion of Australian cigarette packaging.
- Offers new information on dynamic displays, cross-cultural color associations, accommodations for persons with color blindness, ethical concerns with photos.
- Provides new examples and figures.
- Presents sidebars on ads for two audiences in one, color and NHL penalties, a doctored photo of the Boston Marathon bombing, and smartphones and photographs.

Chapter 17: Writing Proposals and Progress Reports

- Includes new sections on brainstorming for proposals, proposal varieties, and proposals for businesses.
- Opens with a new banking proposal.
- Provides new information on using technology and organizing proposals for businesses.
- Presents sidebars on MBA business plan competitions, Airbus proposal contest, business plan resources, Boeing's Progress Report on 787 Dreamliner, and databases and librarians.

Chapter 18: Analyzing Information and Writing Reports

- Includes new sections on data selection and appendixes.
- Opens with Boeing's Environmental Report.
- Provides new information on technology aids, especially for using time efficiently and auto-generating a table of contents.
- Presents sidebars on spreadsheet errors; hard-to-quantify sports participation data; the Feltron, an annual report on a life; cost-of-living comparison patterns; charity data; and a report on U.S. health.

Chapter 19: Making Oral Presentations

- Includes new sections on creating a Prezi and practicing presentations.
- Opens with Steve Jobs as orator.
- Includes new information on content choices, demonstrations, presentation openings, PowerPoint, other types of presentation software, backchannels and Twitter, and handling questions.
- Presents new sidebars on charisma, U.S. Army's spaghetti slide, audience perception of voices, handling tough questions, and slide sharing websites.

Retained Features

BAC Is Flexible

Choose the chapters and exercises that best fit your needs. Choose from in-class exercises, messages to revise, problems with hints, and cases presented as they'd arise in the workplace. Many problems offer several options: small group discussions, individual writing, group writing, or oral presentations.

BAC Is Specific

BAC provides specific strategies, specific guidelines, and specific examples, including annotated examples and paired good and bad examples. *BAC* takes the mystery out of creating effective messages.

BAC Is Interesting

Anecdotes from a variety of fields show business communication at work. The lively side columns from a host of sources provide insights into the workplace.

BAC Is Comprehensive

BAC includes international communication, communicating across cultures in this country, ethics, collaborative writing, organizational cultures, visuals and data displays, and technology as well as traditional concerns such as style and organization. Assignments offer practice dealing with international audiences or coping with ethical dilemmas. Analyses of sample problems prepare students to succeed in assignments.

BAC Is Up-to-Date

The 11th edition of *BAC* incorporates the latest research and practice so that you stay on the cutting edge.

Chapter Pedagogy

Chapter Outline and Learning Objectives

Each chapter begins with a chapter outline and learning objectives to guide students as they study. The chapter summary is organized by learning objectives and followed by learning objective review questions.

Learning Objectives

After studying this chapter, you will know

- LO 5-1** Activities involved in the composing process, and how to use these activities to your advantage.
- LO 5-2** Guidelines for effective word choice, sentence construction, and paragraph organization.
- LO 5-3** Techniques to revise, edit, and proofread your communications.

Exercises and Cases

Go to www.mhhe.com/locker11e for additional Exercises and Cases.

5.1 Reviewing the Chapter

1. What are some techniques of good writers? Which ones do you use regularly? (LO 5-1-3)
2. What are ways to get ideas for a specific communication? (LO 5-1)
3. What activities are part of the composing process? Which one should you be doing more often or more carefully in your writing? (LO 5-1)
4. What are some half-truths about style? (LO 5-2)
5. What are some ways you can make your sentences more effective? (LO 5-2)
6. What are some ways you can make your paragraphs more effective? (LO 5-2)
7. How can you adapt good style to organization preferences? (LO 5-2)
8. How do revising, editing, and proofreading differ? Which one do you personally need to do more carefully? (LO 5-3)
9. How can you get better feedback on your writing? (LO 5-3)

Business Communication in the News

Each chapter is introduced with a current news article relevant to the chapter's concepts. These opening articles set the stage for the chapter's content and allow students a glimpse at how the material applies in the business world.

NEWSWORTHY COMMUNICATION

Designing for Success

With its detailed analysis of pages of financial data, investment research is not usually associated with good graphic design. But for Morningstar, an international investment research firm, graphic design is central to its business. Morningstar's clients count on the firm's well-designed infographics to "demystify and enliven investing."

The dedication to design began early at Morningstar. Since after it was founded in 1984, the firm spent \$50,000 for a professionally designed corporate logo. Since then, the company has continued to focus on design, not just in its documents, but also in all of its products, websites, and even the architecture and interior design of the corporate offices.

Maintaining the commitment to high-quality design is so important that the head of the design department at Morningstar is part of the company's executive team and reports to the chairman and CEO.

This focus on incorporating excellent design as a central part of the business model has paid off for Morningstar. It is now a \$3.2-billion company that was included in the *Fortune* "100 Best Companies to Work For" list in 2011 and 2012.

According to Morningstar's CEO, Joe Mattosini, a good portion of that success is a result of the company's focus on design: "I think the cook-benefit payoff is very, very high."

Source: Barbara T. Armstrong, "Good Design Is Good Business, Just Ask Morningstar," *Forbes.com*, April 2, 2013, <http://www.forbes.com/sites/barbaratarmstrong/2013/04/02/good-design-is-good-business-just-ask-morningstar/>.

Wealth of Sidebar Examples

These novel and interesting examples effectively enhance student understanding of key concepts. Featured in the margins of every chapter, these sidebars cover topic areas that include International, Legal/Ethical, Just for Fun, Technology, Web, and On the Job. In addition, gold stars identify “classic” sidebars.



Full-Page Sample Documents

A variety of visual examples featuring full-sized letters, e-mails, reports, and résumés are presented in the text. These examples include the authors’ “handwritten” annotations, explaining communication miscues, while offering suggestions for improvement.

588 Part 5 Proposals and Reports

Figure 18.3 An Informative Report Describing How a Company Solved a Problem

March 14, 2014

To: Donna S. Kienzler

From: Sara A. Ratterman *GAR* *Informal short reports use letter or memo format.*

Subject: Recycling at Bike Nashbar

First paragraph summarizes main points.

Two months ago, Bike Nashbar began recycling its corrugated cardboard boxes. The program was easy to implement and actually saves the company a little money compared to our previous garbage pickup.

Purpose and scope of report.

In this report, I will explain how and why Bike Nashbar’s program was initiated, how the program works and what it costs, and why other businesses should consider similar programs.

Bold headings.

The Problem of Too Many Boxes and Not Enough Space in Bike Nashbar

Every week, Bike Nashbar receives about 40 large cardboard boxes containing bicycles and other merchandise. As many boxes as possible would be stuffed into the trash bin behind the building, which also had to accommodate all the other solid waste the shop produces. Boxes that didn’t fit in the trash bin ended up lying around the shop, blocking doorways, and taking up space needed for customers’ bikes. The trash bin was emptied only once a week, and by that time, even more boxes would have arrived.

Cause of problem.

Triple space before heading.

The Importance of Recycling Cardboard Rather than Throwing It Away

Double space after heading.

Arranging for more trash bins or more frequent pickups would have solved the immediate problem at Bike Nashbar but would have done nothing to solve the problem created by throwing away so much trash in the first place.

Double space between paragraphs within heading.

According to David Crogen, sales representative for Waste Management, Inc., 75% of all solid waste in Columbus goes to landfills. The amount of trash the city collects has increased 150% in the last five years. Columbus’s landfill is almost full. In an effort to encourage people and businesses to recycle, the cost of dumping trash in the landfill is doubling from \$4.90 a cubic yard to \$9.90 a cubic yard next week. Next January, the price will increase again, to \$12.95 a cubic yard. Crogen believes that the amount of trash can be reduced by cooperation between the landfill and the power plant and by recycling.

Further seriousness of problem.

How Bike Nashbar Started Recycling Cardboard *Capitalize first letter of major words in heading.*

Solution.

Waste Management, Inc., is the country’s largest waste processor. After reading an article about how committed Waste Management, Inc., is to waste reduction and recycling, I decided to see whether Waste Management could recycle our boxes. Corrugated cardboard (which is what Bike Nashbar’s boxes are made of) is almost 100% recyclable, so we seemed to be a good candidate for recycling.

Good and Bad Examples

Paired effective and ineffective communication examples are presented so students can pinpoint better ways to phrase messages to help improve their communication skills. Commentaries in red and blue inks indicate poor or good methods of message communication and allow for easy comparison.

3. Don't talk about feelings, except to congratulate or offer sympathy. In most business situations, your feelings are irrelevant and should be omitted.

Lacks you-attitude: **We are happy** to extend you a credit line of \$15,000.
You-attitude: **You can now charge** up to \$15,000 on your American Express card.

It is appropriate to talk about your own emotions in a message of congratulations or condolence.

You-attitude: **Congratulations on your promotion to district manager! I was really pleased to read about it.**

Don't talk about your audience's feelings, either. It's distancing to have others tell us how we feel—especially if they are wrong.

Lacks you-attitude: **You'll be happy** to hear that Open Grip Walkway Channels meet OSHA requirements.
You-attitude: **Open Grip Walkway Channels meet OSHA requirements.**

Maybe the audience expects that anything you sell would meet government regulations (OSHA—the Occupational Safety and Health Administration—is a federal agency). The audience may even be disappointed if they expected higher standards. Simply explain the situation or describe a product's features; don't predict the audience's response.

When you have good news, simply give the good news.

Lacks you-attitude: **You'll be happy** to hear that your scholarship has been renewed.
You-attitude: **Congratulations! Your scholarship has been renewed.**

Checklists

Checklists for important messages appear throughout the book. These helpful lists serve as a handy reference guide of items to keep in mind when composing and editing messages.

Checklist

Questions to Ask Readers

Outline or planning draft

- Does the plan seem on the right track?
- What topics should be added? Should any be cut?
- Do you have any other general suggestions?

Revising draft

- Does the message satisfy all its purposes?
- Is the message adapted to the audience(s)?
- Is the organization effective?
- What parts aren't clear?
- What ideas need further development and support?
- Do you have any other suggestions?

Polishing draft

- Are there any problems with word choice or sentence structure?
- Did you find any inconsistencies?
- Did you find any typos?
- Is the document's design effective?

Exercises and Cases

These hands-on exercises are flexible and can be used as in-class discussions or as individual and group assignments. These workplace exercises allow students to assume a role or perform a task in a variety of realistic business scenarios. Helpful “hints” provide structure and guidance to students for them to complete the exercises.

Teaching Support

Instructor Library

Connect's instructor library serves as a one-stop, secure site for essential course materials, allowing you to save prep time before class. The instructor resources found in the library include:

Instructor Manual The Instructor's Manual, which contains

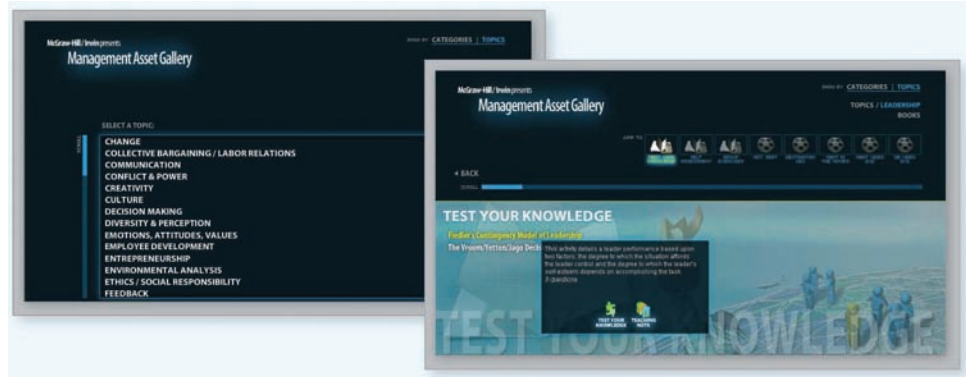
- **Answers to all exercises**, an overview and difficulty rating for each problem, and, for several of the problems in the book, a detailed analysis, discussion questions, and a good solution.
- **Additional exercises and cases** for diagnostic and readiness tests, grammar and style, and for letters, memos, and reports.
- **Lesson plans and class activities for each chapter.** You'll find discussion guides, activities to reinforce chapter materials and prepare students for assignments, and handouts for group work, peer editing, and other activities.
- **Sample syllabi** for courses with different emphases and approaches.

Test Bank The Test Bank contains approximately 1,400 test items with answers. Each is tagged with learning objective, level of difficulty (corresponding to Bloom's taxonomy of educational objectives), and AACSB standards.

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PowerPoint® PowerPoint® presentations with lecture notes, graphics, and figures from the book to further explain concepts from the text.

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All of the following can be accessed within the Management Asset Gallery:

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Self-Assessment Gallery—Unique among publisher-provided self-assessments, our 23 self-assessments give students background information to ensure they understand the purpose of the assessment. Students test their values, beliefs, skills, and interests in a wide variety of areas, allowing them to personally apply chapter content to their own lives and careers.

Every self-assessment is supported with PowerPoints and an instructor manual in the Management Asset Gallery, making it easy for the instructor to create an engaging classroom discussion surrounding the assessments.

Online Learning Center (OLC)

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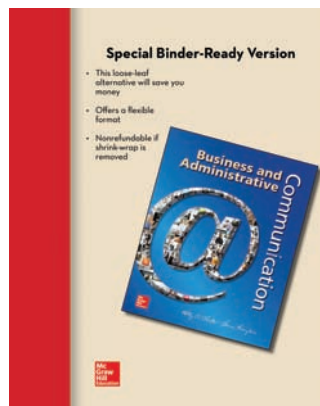
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Many educational institutions today are focused on the notion of *assurance of learning*, an important element of some accreditation standards. ***Business and Administrative Communication*** is designed specifically to support your assurance of learning initiatives with a simple, yet powerful solution. Each test bank question for ***Business and Administrative Communication*** maps to a specific chapter learning objective listed in the text. You can use our test bank software, EZ Test and EZ Test

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McGraw-Hill is a proud corporate member of AACSB International. Understanding the importance and value of AACSB accreditation, this text recognizes the curricula guidelines detailed in the AACSB standards for business accreditation by connecting selected questions in the test bank to the six general knowledge and skill guidelines in the AACSB standards.

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A C K N O W L E D G M E N T S

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Continuing the Conversation

This edition incorporates the feedback I've received from instructors who used earlier editions. Tell me about your own success stories teaching *Business and Administrative Communication*. I look forward to hearing from you!

Donna S. Kienzler
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C O N T E N T S

Preface vii

How to Use This Book 1



PART ONE

The Building Blocks of Effective Messages

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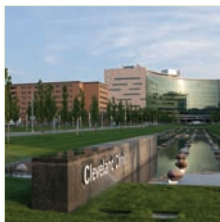
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Business and Administrative Communication

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How to Use This Book

- Chapter outlines, learning objectives, and headings all provide previews of the contents. They can give you hooks on which to hang the information you are reading.
- Examples of written documents provide illustrations of effective and ineffective communications. Comments in red ink highlight problems; those in blue ink note effective practices.
- Terminology is defined in the glossary at the end of the book.
- Sidebars provide workplace examples of ideas discussed in the text. They are categorized for you by the icons that appear beside them. A gold star with any icon signifies a classic example.
 - On-the-job examples have briefcase icons.
 - Ethics and legal examples have gavel icons.
 - Websites have an @ sign.
 - Technology examples have smartphone icons.
 - International examples have globe icons.
 - Fun examples have balloon icons.
- Chapter summaries at the end of each chapter, and review questions at the beginning of each set of chapter exercises, help you review the chapters for retention.

1

Succeeding in Business Communication

Chapter Outline

Benefits of Good Communication Skills

"I'll Never Have to Write Because . . ."

Communicating on the Job

The Cost of Communication

Costs of Poor Communication

- Wasted Time
- Wasted Efforts
- Lost Goodwill
- Legal Problems

Basic Criteria for Effective Messages

Using Technology for Communication

Following Conventions

Understanding and Analyzing Business Communication Situations

How to Solve Business Communication Problems

- Gather Knowledge and Brainstorm Solutions.
- Answer the Five Questions for Analysis.
- Organize Your Information to Fit Your Audiences, Your Purposes, and the Situation.
- Make Your Document Visually Inviting.
- Revise Your Draft to Create a Friendly, Businesslike, Positive Style.
- Edit Your Draft for Standard English; Double-Check Names and Numbers.
- Use the Response You Get to Plan Future Messages.

Summary by Learning Objectives

NEWSWORTHY COMMUNICATION

Costly Miscommunications: Approaching \$50 Billion for Bank of America



Poorly done business communications can have global consequences, as well as huge penalties. Deceptive communications about mortgages played a significant role in the financial crisis of 2008 and the ensuing global recession. Bank of America became a large player in the debacle when it bought Countrywide Financial, a major mortgage company involved in the foreclosure furor.

BofA's costs relating to the mortgage fiasco are approaching \$50 billion. These include

- A \$1.3 billion settlement with Fannie Mae.
- An \$11.8 billion payment as its share of a \$25 billion settlement with four other mortgage servicers for mortgage abuses, including business communication abuses such as deceptive loan practices, improper documentation, and false statements about foreclosure reviews.
- An \$8.5 billion agreement with bondholders.
- Billions of dollars to defend itself against lawsuits claiming Countrywide

was dishonest about the quality of its mortgage securities.

In addition, BofA settled for \$2.43 billion a lawsuit accusing the bank of making misleading statements to investors about its Merrill Lynch acquisition.

Sources: Shayndi Raice, Nick Timiraos, and Dan Fitzpatrick, "Big Banks Settle Mortgage Hangover," *Wall Street Journal*, January 8, 2013, A1-2; and Dan Fitzpatrick, Christian Berthelsen, and Robin Sidel, "BofA Takes New Crisis-Era Hit," *Wall Street Journal*, September 29, 2012, <http://online.wsj.com/article/SB10000872396390443843904578024110468736042.html>.

Learning Objectives

After studying this chapter, you will know

- LO 1-1** What the benefits of good communication are.
- LO 1-2** Why you need to be able to communicate well.
- LO 1-3** What the costs of communication are.
- LO 1-4** What the costs of poor communication are.
- LO 1-5** What the basic criteria for effective messages are.
- LO 1-6** What role conventions play in business communication.
- LO 1-7** How to solve business communication problems.

Communication Is Key to Pay



How can you make more money at your job?

The number one way, according to the *Wall Street Journal*, is to “listen to your boss.”

Specifically, do the work your boss wants done, follow directions, work hard, and let your boss know what you have accomplished. Employees who follow this method collect raises at a rate of 9.9%, while average performers receive 3.6% and poor performers get 1.3%, according to one survey.

Just as important is to make sure you ask your manager to define expectations. Don't assume you know what your manager wants. Make sure you understand what your manager considers an outstanding performance in your position.

Adapted from Perri Capell, “10 Ways to Get the Most Pay out of Your Job,” *Wall Street Journal*, September 18, 2006, R1.

Communication is a vital part of business. As you will see in this and later chapters, missteps in handling business communications can cost organizations millions, and even billions, of dollars.

The amount of business communication is staggering. The U.S. Postal Service processed 160 billion pieces of mail in 2012, more than half of which were business communications. Advertising mail accounted for 79.5 billion pieces; first-class mail accounted for 68.7 billion,¹ many of which were business communications such as bills and insurance documents. When you consider that most of your business communications are electronic or oral, you can start to imagine the staggering number of business communications that people compose, hear, and read.

More and more, communications—both professional and personal—are moving to electronic media.

- According to the *Harvard Business Review*, “In the past decade the world has gone from a total of 12 billion emails a day to 247 billion.”²
- The Radicati Group, a technology market research firm, estimates that employees send and receive 110 e-mails a day.³
- CTIA-The Wireless Association says Americans sent 2.2 trillion text messages in 2012. That averages out to 19 text messages daily per person.⁴
- In October 2012, Facebook passed 1 billion monthly users; in November 2012 Twitter passed 200 million monthly users.⁵

Business depends on communication. People must communicate to plan products and services; hire, train, and motivate workers; coordinate manufacturing and delivery; persuade customers to buy; and bill them for the sale. Indeed, for many businesses and nonprofit and government organizations, the “product” is information or services rather than something tangible. Information and services are created and delivered by communication. In every organization, communication is the way people get work done.

Communication takes many forms: face-to-face or phone conversations, informal meetings, presentations, e-mail messages, letters, memos, reports, blogs, tweets, text messaging, social media, and websites. All of these methods are

forms of **verbal communication**, or communication that uses words. **Nonverbal communication** does not use words. Pictures, computer graphics, and company logos are nonverbal. Interpersonal nonverbal signals include how people sit at meetings, how large offices are, and how long someone keeps a visitor waiting.

Benefits of Good Communication Skills LO 1-1

Good communication is worth every minute it takes and every penny it costs. A study of 335 U.S. and Canadian companies with an average of 13,000 employees each and median annual revenues of \$1.8 billion found those companies that best communicated with their employees enjoyed “greater employee engagement and commitment, higher retention and productivity, and—ultimately—better financial performance. . . .

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- They boasted a 19.4% higher market premium (the degree to which the company’s market value exceeds the cost of its assets).
 - They were 4.5 times more likely to report high levels of employee engagement.
 - They were 20% more likely to report lower turnover rates.”⁶
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A major quality shared by companies at the top of Glassdoor.com’s annual list of best places to work is good communication. This list is compiled from the survey responses of anonymous employees. Even companies laying off employees can rank high on the list if they communicate well. United Space Alliance was fourteenth on the 2012 list, even though it had been laying off thousands since 2009, because of its “good job of explaining and communicating throughout the layoffs.”⁷

Good communication skills will also benefit you. You may have wonderful ideas for your workplace, but unless you can communicate them to the relevant people, they will get you nowhere. In fact, many experts call communication skills—the ability to persuade, explain complex material, and adapt information to particular audiences—one of the most crucial skills of the new workplace, and a skill that is unlikely to be replaced by a computer.

Even in your first job, you’ll communicate. You’ll listen to instructions; you’ll ask questions; you may solve problems with other workers in teams. Even entry-level jobs require high-level skills in reasoning, mathematics, and communicating. As a result, communication ability consistently ranks first among the qualities that employers look for in college graduates.⁸ Warren Buffett, chairman of Berkshire Hathaway and ranked among the world’s wealthiest people, told Columbia Business School students that they could increase their value 50% by learning communication skills, and that many of them did not yet have those skills.⁹

As more people compete for fewer jobs, the ones who will build successful careers are those who can communicate well with customers and colleagues. Robert O. Best, chief information officer of UnumProvident, an insurance corporation, cautioned, “You used to be able to get away with being a technical nerd. . . . Those days are over.”¹⁰

The National Commission on Writing surveyed 120 major corporations, employing nearly 8 million workers. Almost 70% of respondents said that at least two-thirds of their employees have specific writing responsibilities included in their position descriptions. These writing responsibilities include:

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- E-mail (100% of employees).
 - Presentations with visuals, such as PowerPoint slides (100%).

Top Level Communication at Amazon



Senior executives at Amazon, including CEO Jeff Bezos, begin their meetings by reading six-page paper memos in silence for up to 30 minutes. Bezos believes this communal reading guarantees close attention to the memos.

Bezos believes memo writing is an even more important skill to master than close reading. He says, “There is no way to write a six-page, narratively structured memo and not have clear thinking.”

Adapted from Adam Lashinsky, “Jeff Bezos: The Ultimate Disrupter,” *Fortune*, December 3, 2012, 100–02.

- Memos and correspondence (70%).
- Formal reports (62%).
- Technical reports (59%).

Respondents also noted that communication functions were least likely to be outsourced.¹¹

Because communication skills are so important, good communicators earn more. Research has shown that among people with two- or four-year degrees, workers in the top 20% of writing ability earn, on average, more than three times as much as workers whose writing falls into the worst 20%.¹² Jeffrey Gitomer, business consultant and author of best-selling business books, says there are three secrets to getting known in the business world; all of them are communication skills: writing, e-zining (he reaches over 130,000 subscribers each week), and speaking. He states, “Writing leads to wealth.”¹³

“I’ll Never Have to Write Because . . .” LO 1-2

Despite the frequency of on-the-job writing and the importance of overall communication skills, college graduates seem to be lacking the necessary writing skills as they enter the workforce. A survey of employers conducted on behalf of the Association of American Colleges and Universities found that writing was one of the weakest skills of college graduates.¹⁴ In another large survey, respondents noted that a lack of “effective business communication skills appears to be a major stumbling block among new [job] entrants—even at the college level.”¹⁵

Some students think that an administrative assistant will do their writing, that they can use form letters if they do have to write, that only technical skills matter, or that they’ll call or text rather than write. Each of these claims is fundamentally flawed.

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| Claim 1: | An administrative assistant will do all my writing. |
| Reality: | Because of automation and restructuring, job responsibilities in offices have changed. Today, many offices do not have typing pools. Most secretaries have become administrative assistants with their own complex tasks such as training, research, and database management for several managers. Managers are likely to take care of their own writing, data entry, and phone calls. |
| Claim 2: | I’ll use form letters or templates when I need to write. |
| Reality: | A form letter is designed to cover only routine situations, many of which are computerized or outsourced. Also, the higher you rise, the more frequently you’ll face situations that aren’t routine, that demand creative solutions. |
| Claim 3: | I’m being hired as an accountant, not a writer. |
| Reality: | Almost every entry-level professional or managerial job requires you to write e-mail messages, speak to small groups, write documents, and present your work for annual reviews. People who do these things well are likely to be promoted beyond the entry level. Employees in jobs as diverse as firefighters, security professionals, and construction project managers are all being told to polish their writing and speaking skills. ¹⁶ |
| Claim 4: | I’ll just pick up the phone. |
| Reality: | Important phone calls require follow-up letters or e-mails. People in organizations put things in writing to make themselves visible, to create a record, to convey complex data, to make things convenient for the reader, to save money, and to convey their own messages more effectively. “If it isn’t in writing, it didn’t happen” is a maxim at many companies. Writing is an essential way to record agreements, to make yourself visible, and to let your accomplishments be known. |