

GLOBAL
EDITION



Business Communication Today

Fourteenth Edition

Courtland L. Bovée • John V. Thill

 Pearson

with MyLab BusinessCommunication®

- **Pearson eText**—Keeps students engaged in learning on their own time, while helping them achieve greater conceptual understanding of course material. The worked examples bring learning to life, and algorithmic practice allows students to apply the very concepts they are reading about. Combining resources that illuminate content with accessible self-assessment, MyLab with eText provides students with a complete digital learning experience—all in one place.



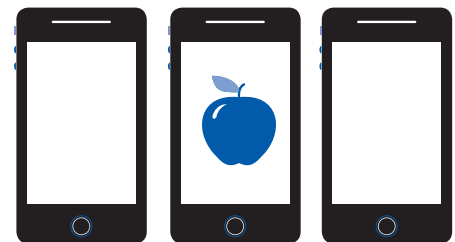
- **Reporting Dashboard**—View, analyze, and report learning outcomes clearly and easily, and get the information you need to keep your students on track throughout the course with the new Reporting Dashboard. Available via the MyLab Gradebook and fully mobile-ready, the Reporting Dashboard presents student performance data at the class, section, and program levels in an accessible, visual manner.

- **Quizzes and Tests**—Pre-built quizzes and tests allow you to quiz students without having to grade the assignments yourself.



- **Video Exercises**—These engaging videos explore a variety of business topics related to the theory students are learning in class. Quizzes assess students' comprehension of the concepts covered in each video.

- **Learning Catalytics™**—Is an interactive, student response tool that uses students' smartphones, tablets, or laptops to engage them in more sophisticated tasks and thinking. Now included with MyLab with eText, Learning Catalytics enables you to generate classroom discussion, guide your lecture, and promote peer-to-peer learning with real-time analytics. Instructors, you can:
 - Pose a variety of open-ended questions that help your students develop critical thinking skills
 - Monitor responses to find out where students are struggling
 - Use real-time data to adjust your instructional strategy and try other ways of engaging your students during class
 - Manage student interactions by automatically grouping students for discussion, teamwork, and peer-to-peer learning



Giving Students the Skills and Insights They Need to Thrive in Today's Digital Business Environment

The essential skills of writing, listening, collaborating, and public speaking are as important as ever, but they're not enough to succeed in today's business world. As business communication continues to get rocked by waves of innovation—first digital media, then social media, now mobile communication, and watch out for the upcoming invasion of chatbots—the nature of communication is changing. And the changes go far deeper than the tools themselves.

In this exciting but complex new world, no other textbook can match the depth and range of coverage offered by *Business Communication Today*.



Conventional Promotion:
"We Talk, You Listen"

- Tendencies**
- Publication, broadcast
 - Lecture
 - Intrusion
 - Unidirectional
 - One to many; mass audience
 - Control
 - Low message frequency
 - Few channels
 - Information hoarding
 - Static
 - Hierarchical
 - Structured
 - Isolated
 - Planned
 - Resistive

The Social Model:
"Let's Have a Conversation"

- Tendencies**
- Conversion
 - Discussion
 - Permission
 - Bidirectional, multidirectional
 - One to one; many to many
 - Influence
 - High message frequency
 - Many channels
 - Information sharing
 - Dynamic
 - Egalitarian
 - Amorphous
 - Collaborative
 - Reactive
 - Responsive

Figure 1.7 The Social Communication Model

The social communication model differs from conventional communication strategies and practices in a number of significant ways. You're probably already an accomplished user of many new-media tools, and your experience will help you on the job.

Tools, Techniques, and Insights for Communicating Successfully in a Mobile, Digital, Social World

COMPOSITIONAL MODES FOR DIGITAL AND SOCIAL MEDIA

As you practice using various media and channels in this course, it's best to focus on the fundamentals of planning, writing, and completing messages, rather than on the specific details of any one medium or system.² Fortunately, the basic communication skills required usually transfer from one system to another. You can succeed with written communication in virtually all digital media by using one of nine *compositional modes*:

- **Conversations.** Messaging is a great example of a written medium that mimics spoken conversation. And just as you wouldn't read a report to someone sitting in your office, you wouldn't use conversational modes to exchange large volumes of information or to communicate with more than a few people at once.
- **Comments and critiques.** One of the most powerful aspects of social media is the opportunity for interested parties to express opinions and provide feedback, whether

EMBRACING THE BACKCHANNEL

Many business presentations these days involve more than just the spoken conversation between the speaker and his or her audience. Using Twitter and other digital media members often carry on their own parallel communication during a presentation, which the presentation expert Cliff Atkinson defines as "a line of communication created by people in an audience to connect with others inside or outside the room, with or without the knowledge of the speaker."²⁹ Chances are you've participated

Producing Business Videos

No matter what career path you pursue, chances are you'll have the need or opportunity to produce (or star in) a business video. For videos that require the highest production quality, companies usually hire specialists with the necessary skills and equipment. For most routine needs, however, any business communicator with modest equipment and a few basic skills can create effective videos.

The three-step process adapts easily to video; professionals refer to the three steps as *preproduction*, *production*, and *postproduction* (see Figure 9.15). You can refer to one of the steps available on basic video production techniques for more detail, but here are a few things to consider in all three steps. (A note on terminology: digital video is recorded in a number of terms from film that don't make strict technical sense when used in video anyway, including *footage* to indicate video recording.)

6 LEARNING OBJECTIVE Identify the most important considerations in the preproduction, production, and postproduction stages of producing basic business videos.

The process of creating videos is divided into preproduction, production, and postproduction.



Figure 8.2 Business Applications of Blogging

This Xerox blog illustrates the content, writing style, and features that make an effective, reader-friendly company blog. Source: Courtesy of Xerox Corporation.



Figure 2.3 Collaboration on Mobile Devices

Mobile connectivity is transforming collaboration activities, helping teams and work groups stay connected no matter where their work takes them. For example, this team was able to discuss and edit a press release using their tablets in different locations.

The Mobile Revolution

As much of a game changer as social media have been, some experts predict that mobile

THE RISE OF MOBILE AS A COMMUNICATION PLATFORM

Whether it's emailing, social networking, watching videos, or doing research, the percent-

HOW MOBILE TECHNOLOGIES ARE CHANGING BUSINESS COMMUNICATION

The rise of mobile communication has some obvious implications, such as the need

Writing Messages for Mobile Devices

One obvious adaptation to make for audiences using mobile devices is to modify the

DESIGNING MESSAGES FOR MOBILE DEVICES

In addition to making your content mobile-friendly using the writing tips in Chapter 4

DIGITAL + SOCIAL + MOBILE: TODAY'S COMMUNICATION ENVIRONMENT

Job-Search Strategies: Maximize Your Mobile

The mobile business communication revolution is changing the way employers recruit new talent and the way job candidates look for opportunities. Many companies have optimized

her career and the industry as a whole. Many of the tools you can use to build your personal brand are available as mobile apps, including blogging platforms, Twitter, Facebook, and LinkedIn.

Dozens of apps are available to help with various aspects

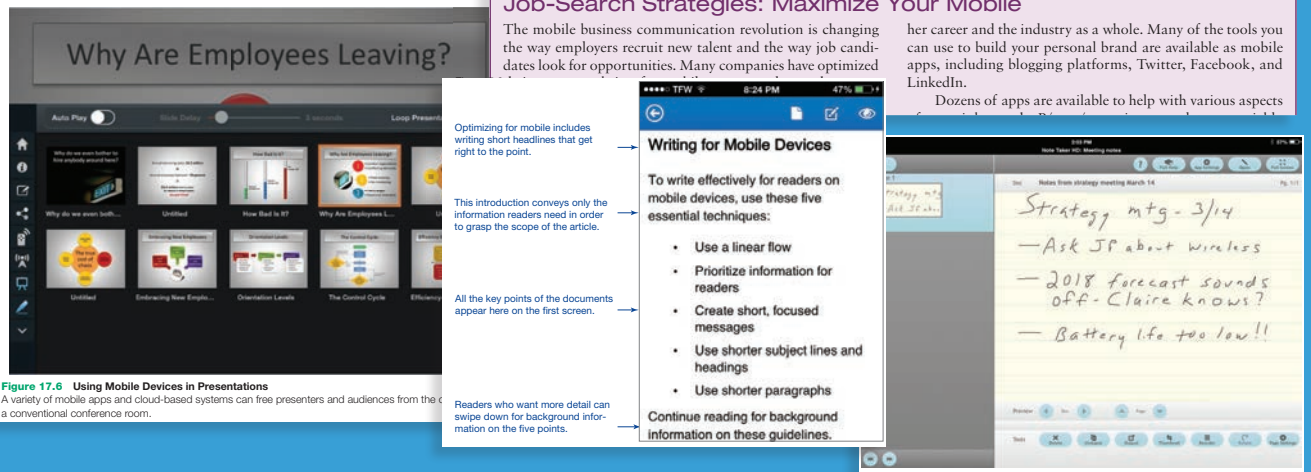


Figure 17.6 Using Mobile Devices in Presentations

A variety of mobile apps and cloud-based systems can free presenters and audiences from the constraints of a conventional conference room.

THE FUTURE OF COMMUNICATION

Communication Bots

The bots are back. Automated bots (short for *robots*) made a small way

THE FUTURE OF COMMUNICATION

The Internet of Things

The *Internet of Things (IoT)* refers to the billions of devices now connected to

THE FUTURE OF COMMUNICATION

Real-Time Translation

If you've ever tried to converse in a language other than you

THE FUTURE OF COMMUNICATION

Emotion Recognition Software

Assessing an audience's emotional response is an important step in judging the success of many communication efforts. If you're presenting a new idea to upper management, for example, you can try to read facial clues and other nonverbal signals to determine whether the executives seem excited, annoyed, bored, or anywhere in between.

But what if you're not there in person and your message has to stand on its own? How can you judge the audience's reaction?

Intriguing Glimpses into the Future of Business Communication

This page intentionally left blank

Business Communication Today

Fourteenth Edition Global Edition

Courtland L. Bovée

PROFESSOR OF BUSINESS COMMUNICATION
C. ALLEN PAUL DISTINGUISHED CHAIR
GROSSMONT COLLEGE

John V. Thill

CHAIRMAN AND CHIEF EXECUTIVE OFFICER
GLOBAL COMMUNICATION STRATEGIES



Pearson

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Dubai • Singapore • Hong Kong
Tokyo • Seoul • Taipei • New Delhi • Cape Town • São Paulo • Mexico City • Madrid • Amsterdam • Munich • Paris • Milan

Vice President, Business Publishing: Donna Battista
Director of Portfolio Management: Stephanie Wall
Portfolio Manager: Dan Tylman
Editorial Assistant: Linda Siebert Albelli
Associate Acquisitions Editor, Global Edition: Ishita Sinha
Associate Project Editor, Global Edition: Paromita Banerjee
Vice President, Product Marketing: Roxanne McCarley
Director of Strategic Marketing: Brad Parkins
Strategic Marketing Manager: Deborah Strickland
Product Marketer: Becky Brown
Field Marketing Manager: Lenny Ann Kucenski
Product Marketing Assistant: Jessica Quazza
Vice President, Production and Digital Studio, Arts and Business: Etain O'Dea
Director of Production, Business: Jeff Holcomb

Managing Producer, Business: Ashley Santora
Content Producer, Global Edition: Sudipto Roy
Senior Manufacturing Controller, Global Edition: Trudy Kimber
Operations Specialist: Carol Melville
Creative Director: Blair Brown
Manager, Learning Tools: Brian Surette
Content Developer, Learning Tools: Lindsey Sloan
Managing Producer, Digital Studio, Arts and Business: Diane Lombardo
Digital Studio Producer: Monique Lawrence
Digital Studio Producer: Darren Cormier
Digital Studio Producer: Alana Coles
Media Production Manager, Global Edition: Vikram Kumar
Full-Service Project Management and Composition: SPi Global
Interior Design: SPi Global
Cover Art: lamica / 123RF

Microsoft and/or its respective suppliers make no representations about the suitability of the information contained in the documents and related graphics published as part of the services for any purpose. All such documents and related graphics are provided “as is” without warranty of any kind. Microsoft and/or its respective suppliers hereby disclaim all warranties and conditions with regard to this information, including all warranties and conditions of merchantability, whether express, implied or statutory, fitness for a particular purpose, title and non-infringement. In no event shall Microsoft and/or its respective suppliers be liable for any special, indirect or consequential damages or any damages whatsoever resulting from loss of use, data or profits, whether in an action of contract, negligence or other tortious action, arising out of or in connection with the use or performance of information available from the services.

The documents and related graphics contained herein could include technical inaccuracies or typographical errors. Changes are periodically added to the information herein. Microsoft and/or its respective suppliers may make improvements and/or changes in the product(s) and/or the program(s) described herein at any time. Partial screen shots may be viewed in full within the software version specified.

Microsoft® and Windows® are registered trademarks of the Microsoft Corporation in the U.S.A. and other countries. This book is not sponsored or endorsed by or affiliated with the Microsoft Corporation.

Acknowledgments of third-party content appear on the appropriate page within the text.

PEARSON, ALWAYS LEARNING, MYLAB BUSINESSCOMMUNICATION® are exclusive trademarks owned by Pearson Education, Inc. or its affiliates in the U.S. and/or other countries.

Pearson Education Limited
Edinburgh Gate
Harlow
Essex CM20 2JE
England

and Associated Companies throughout the world
Visit us on the World Wide Web at: www.pearsonglobaleditions.com
© Pearson Education Limited 2018

The rights of Courtland L. Bovée and John V. Thill to be identified as the authors of this work have been asserted by them in accordance with the Copyright, Designs and Patents Act 1988.

Authorized adaptation from the United States edition, entitled Business Communication Today, 14th Edition, ISBN 978-0-13-456218-6 by Courtland L. Bovée and John V. Thill, published by Pearson Education © 2018.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without either the prior written permission of the publisher or a license permitting restricted copying in the United Kingdom issued by the Copyright Licensing Agency Ltd, Saffron House, 6–10 Kirby Street, London EC1N 8TS. For information regarding permissions, request forms, and the appropriate contacts within the Pearson Education Global Rights and Permissions department, please visit www.pearsoned.com/permissions/.

All trademarks used herein are the property of their respective owners. The use of any trademark in this text does not vest in the author or publisher any trademark ownership rights in such trademarks, nor does the use of such trademarks imply any affiliation with or endorsement of this book by such owners.

ISBN 10: 1-292-21534-8
ISBN 13: 978-1-292-21534-1

British Library Cataloguing-in-Publication Data
A catalogue record for this book is available from the British Library

10 9 8 7 6 5 4 3 2 1

Typeset in Sabon MT Pro by SPi Global
Printed and bound by Vivar in Malaysia

Dedication

This book is dedicated to the many thousands of instructors and students who use Bovée and Thill texts to develop career-enhancing skills in business communication. We appreciate the opportunity to play a role in your education, and we wish you the very best with your careers.

Courtland L. Bovée
John V. Thill

This page intentionally left blank

Brief Contents

Preface 21
Prologue 41

PART 1 Understanding the Foundations of Business Communication 49

- 1 Professional Communication in a Digital, Social, Mobile World 51
- 2 Collaboration, Interpersonal Communication, and Business Etiquette 85
- 3 Communication Challenges in a Diverse, Global Marketplace 117

PART 2 Applying the Three-Step Writing Process 143

- 4 Planning Business Messages 145
- 5 Writing Business Messages 173
- 6 Completing Business Messages 201

PART 3 Digital, Social, and Visual Media 227

- 7 Digital Media 229
- 8 Social Media 253
- 9 Visual Media 277

PART 4 Brief Messages 311

- 10 Writing Routine and Positive Messages 313
- 11 Writing Negative Messages 341
- 12 Writing Persuasive Messages 377

PART 5 Reports and Proposals 409

- 13 Finding, Evaluating, and Processing Information 411
- 14 Planning Reports and Proposals 435
- 15 Writing and Completing Reports and Proposals 463

PART 6 Developing and Delivering Business Presentations 505

- 16 Developing Presentations in a Social Media Environment 507
- 17 Enhancing Presentations with Slides and Other Visuals 533

PART 7 Writing Employment Messages and Interviewing for Jobs 559

- 18 Building Careers and Writing Résumés 561
- 19 Applying and Interviewing for Employment 593

APPENDIX **A** Format and Layout of Business Documents 626
APPENDIX **B** Documentation of Report Sources 640
APPENDIX **C** Correction Symbols 646

Handbook of Grammar, Mechanics, and Usage 649
Brand, Organization, Name, and Website Index 678
Subject Index 681

This page intentionally left blank

Contents

Preface 21
Prologue 41

PART 1 Understanding the Foundations of Business Communication 49

1 Professional Communication in a
Digital, Social, Mobile World 51

COMMUNICATION CLOSE-UP AT **KLM** 51

Understanding Why Communication Matters 52

- Communication Is Important to Your Career 52
- Communication Is Important to Your Company 53
- What Makes Business Communication Effective? 54

Communicating as a Professional 54

- Understanding What Employers Expect from You 56
- Communicating in an Organizational Context 57
- Adopting an Audience-Centered Approach 57

Exploring the Communication Process 58

- The Basic Communication Model 58
- The Social Communication Model 63

The Mobile Revolution 64

- The Rise of Mobile as a Communication Platform 65
- How Mobile Technologies Are Changing Business
Communication 65

**Using Technology to Improve Business
Communication** 67

- Keeping Technology in Perspective 68
- Guarding Against Information Overload 68
- Using Technological Tools Productively 68
- Reconnecting with People 69

Committing to Ethical and Legal Communication 74

- Distinguishing Ethical Dilemmas from Ethical Lapses 74
- Ensuring Ethical Communication 75
- Ensuring Legal Communication 77

COMMUNICATION CHALLENGES AT **KLM** 78

- Quick Learning Guide 79
- Test Your Knowledge 81
- Apply Your Knowledge 81
- Practice Your Skills 81
- Expand Your Skills 82

THE FUTURE OF COMMUNICATION The Internet of
Things 62

**DIGITAL + SOCIAL + MOBILE: TODAY'S COMMUNICATION
ENVIRONMENT** It's All Fun and Games—and Effective
Business Communication 69

2 Collaboration, Interpersonal Communication, and Business Etiquette 85

COMMUNICATION CLOSE-UP AT **Cemex** 85

Communicating Effectively in Teams 86

- Advantages and Disadvantages of Teams 86
- Characteristics of Effective Teams 87
- Group Dynamics 88

Collaborating on Communication Efforts 91

- Guidelines for Collaborative Writing 91
- Technologies for Collaborative Writing 91
- Giving—and Responding to—Constructive Feedback 94

Making Your Meetings More Productive 94

- Preparing for Meetings 95
- Conducting and Contributing to Efficient Meetings 95
- Putting Meeting Results to Productive Use 96

Using Meeting Technologies 98

Improving Your Listening Skills 99

- Recognizing Various Types of Listening 99
- Understanding the Listening Process 100
- Overcoming Barriers to Effective Listening 100

**Improving Your Nonverbal Communication
Skills** 102

- Recognizing Nonverbal Communication 102
- Using Nonverbal Communication Effectively 103

Developing Your Business Etiquette 104

- Business Etiquette in the Workplace 104
- Business Etiquette in Social Settings 107
- Business Etiquette Online 107
- Business Etiquette Using Mobile Devices 108

COMMUNICATION CHALLENGES AT **Cemex** 109

- Quick Learning Guide 110
- Test Your Knowledge 112
- Apply Your Knowledge 112
- Practice Your Skills 112
- Expand Your Skills 114

ETHICS DETECTIVE How Did “We” Turn into “I”? 87

THE ART OF PROFESSIONALISM Being a Team
Player 90

COMMUNICATING ACROSS CULTURES Kiasu 106

3 Communication Challenges in a Diverse, Global Marketplace 117

COMMUNICATION CLOSE-UP AT **Siemens AG** 117

Understanding the Opportunities and Challenges of Communication in a Diverse World 118

- Opportunities in a Global Marketplace 118
- Advantages of a Diverse Workforce 119
- The Challenges of Intercultural Communication 119

Developing Cultural Competency 120

- Understanding the Concept of Culture 120
- Overcoming Ethnocentrism and Stereotyping 121

Recognizing Variations in a Diverse World 122

- Contextual Differences 122
- Legal and Ethical Differences 122
- Social Differences 123
- Nonverbal Differences 124
- Age Differences 124
- Gender Differences 125
- Religious Differences 126
- Ability Differences 126

Adapting to Other Business Cultures 127

- Guidelines for Adapting to Any Business Culture 127
- Guidelines for Adapting to U.S. Business Culture 127

Improving Intercultural Communication Skills 128

- Studying Other Cultures 129
- Studying Other Languages 129
- Respecting Preferences for Communication Style 129
- Writing Clearly 131
- Speaking and Listening Carefully 132
- Using Interpreters, Translators, and Translation Software 135
- Helping Others Adapt to Your Culture 137

COMMUNICATION CHALLENGES AT **Siemens AG** 137

- Quick Learning Guide** 138
- Test Your Knowledge** 139
- Apply Your Knowledge** 139
- Practice Your Skills** 139
- Expand Your Skills** 140

COMMUNICATING ACROSS CULTURES Us Versus Them: Generational Conflict in the Workplace 125

THE FUTURE OF COMMUNICATION Real-Time Translation 130

PART 2

Applying the Three-Step Writing Process 143

4 Planning Business Messages 145

COMMUNICATION CLOSE-UP AT **Wolff Olins** 145

Understanding the Three-Step Writing Process 146

- Optimizing Your Writing Time 147
- Planning Effectively 147

Analyzing the Situation 147

- Defining Your Purpose 148
- Developing an Audience Profile 148

Gathering Information 150

- Uncovering Audience Needs 151
- Finding Your Focus 151
- Providing Required Information 151

Selecting the Best Combination of Media and Channels 153

- The Most Common Media and Channel Options 153
- Factors to Consider When Choosing Media and Channels 157

Organizing Your Information 160

- Defining Your Main Idea 161
- Limiting Your Scope 161
- Choosing Between Direct and Indirect Approaches 162
- Outlining Your Content 163
- Building Reader Interest with Storytelling Techniques 165

COMMUNICATION CHALLENGES AT **Wolff Olins** 168

- Quick Learning Guide** 169
- Test Your Knowledge** 170
- Apply Your Knowledge** 170
- Practice Your Skills** 170
- Expand Your Skills** 172

ETHICS DETECTIVE Am I Getting the Whole Story? 152

THE ART OF PROFESSIONALISM Maintaining a Confident, Positive Outlook 157

5 Writing Business Messages 173

COMMUNICATION CLOSE-UP AT **She Takes on the World** 173

Adapting to Your Audience: Being Sensitive to Audience Needs 174

- Using the “You” Attitude 174
- Maintaining Standards of Etiquette 175
- Emphasizing the Positive 176
- Using Bias-Free Language 177

Adapting to Your Audience: Building Strong Relationships 178

- Establishing Your Credibility 178
- Projecting Your Company’s Image 179

Adapting to Your Audience: Controlling Your Style and Tone 180

- Creating a Conversational Tone 180
- Using Plain Language 182
- Selecting the Active or Passive Voice 182

Composing Your Message: Choosing Powerful Words 183

- Understanding Denotation and Connotation 184
- Balancing Abstract and Concrete Words 184
- Finding Words That Communicate Well 185

Composing Your Message: Creating Effective Sentences 187

- Choosing from the Four Types of Sentences 187
- Using Sentence Style to Emphasize Key Thoughts 188

Composing Your Message: Crafting Unified, Coherent Paragraphs 189

- Creating the Elements of a Paragraph 189
- Choosing the Best Way to Develop Each Paragraph 191

Writing Messages for Mobile Devices 192

COMMUNICATION CHALLENGES AT **She Takes on the World** 194

- Quick Learning Guide 195
- Test Your Knowledge 197
- Apply Your Knowledge 197
- Practice Your Skills 197
- Expand Your Skills 199

THE ART OF PROFESSIONALISM Being Dependable and Accountable 180

6 Completing Business Messages 201

COMMUNICATION CLOSE-UP AT **Type Together** 201

Revising Your Message: Evaluating the First Draft 202

- Evaluating Your Content, Organization, Style, and Tone 202
- Evaluating, Editing, and Revising the Work of Others 205

Revising to Improve Readability 205

- Varying Your Sentence Length 206
- Keeping Your Paragraphs Short 206
- Using Lists to Clarify and Emphasize 207
- Adding Headings and Subheadings 208

Editing for Clarity and Conciseness 208

- Editing for Clarity 208
- Editing for Conciseness 210

Producing Your Message 212

- Designing for Readability 212
- Formatting Formal Letters and Memos 215
- Designing Messages for Mobile Devices 216

Proofreading Your Message 217

Distributing Your Message 218

COMMUNICATION CHALLENGES AT **Type Together** 219

- Quick Learning Guide 220
- Test Your Knowledge 222
- Apply Your Knowledge 222
- Practice Your Skills 222
- Expand Your Skills 225

THE FUTURE OF COMMUNICATION Haptic Technologies 212

PART 3 Digital, Social, and Visual Media 227

7 Digital Media 229

COMMUNICATION CLOSE-UP AT **Futurice** 229

Digital Media for Business Communication 230

- Digital and Social Media Options 230
- Compositional Modes for Digital and Social Media 231
- Optimizing Content for Mobile Devices 233

Email 234

- Planning Email Messages 235
- Writing Email Messages 235
- Completing Email Messages 237

Messaging 238

- Advantages and Disadvantages of Messaging 238
- Guidelines for Successful Messaging 239

Website Content 240

- Organizing Website Content 240
- Drafting Website Content 243

Podcasting 244

- Understanding the Business Applications of Podcasting 244
- Adapting the Three-Step Process for Successful Podcasting 244

COMMUNICATION CHALLENGES AT **Futurice** 245

- Quick Learning Guide 246
- Test Your Knowledge 247
- Apply Your Knowledge 247
- Practice Your Skills 247
- Expand Your Skills 249

DIGITAL + SOCIAL + MOBILE: TODAY'S COMMUNICATION ENVIRONMENT Will Emoticons Give Your Career a Frowny Face? 236

THE FUTURE OF COMMUNICATION Telepathic Communication 241

8 Social Media 253

COMMUNICATION CLOSE-UP AT **Starbucks** 253

Writing Strategies for Social Media 254

Social Networks 255

- Business Communication Uses of Social Networks 256
- Strategies for Business Communication on Social Networks 260

Information- and Content-Sharing Sites 260

- User-Generated Content Sites 261
- Content Curation Sites 261
- Community Q&A Sites 262

Blogging 262

- Understanding the Business Applications of Blogging 263
- Adapting the Three-Step Process for Successful Blogging 265

Microblogging 267

Wikis 269

- Understanding the Wiki Philosophy 269
- Adapting the Three-Step Process for Successful Wiki Writing 269

COMMUNICATION CHALLENGES AT **Starbucks** 270

- Quick Learning Guide 271
- Test Your Knowledge 272
- Apply Your Knowledge 272
- Practice Your Skills 272
- Expand Your Skills 273

THE FUTURE OF COMMUNICATION Augmented Reality and Virtual Reality 261

DIGITAL + SOCIAL + MOBILE: TODAY'S COMMUNICATION ENVIRONMENT Community Manager: Keeping a Company Connected to Its Stakeholders 263

9 Visual Media 277

COMMUNICATION CLOSE-UP AT **GoPro** 277

Understanding Visual Communication 278

- The Power of Images 278
- The Visual Evolution in Business Communication 279
- Visual Design Principles 280
- The Ethics of Visual Communication 281

Identifying Points to Illustrate 284

Selecting Visuals for Presenting Data 285

- Tables 285
- Line and Surface Charts 286

- Bar Charts, Pictograms, and Gantt Charts 288
- Scatter and Bubble Diagrams 290
- Pie Charts 290
- Data Visualization 290
- Selecting Visuals for Presenting Information, Concepts, and Ideas 292**
 - Flowcharts and Organization Charts 292
 - Maps 292
 - Illustrations, Diagrams, and Photographs 294
 - Infographics 294
- Producing and Integrating Visuals 295**
 - Creating Visuals 295
 - Integrating Visuals with Text 295
 - Verifying the Quality of Your Visuals 297
 - Visual Media on Mobile Devices 297
- Producing Business Videos 299**
 - Step 1: Preproduction 299
 - Step 2: Production 301
 - Step 3: Postproduction 302
- COMMUNICATION CHALLENGES AT **GoPro** 303
 - Quick Learning Guide 304
 - Test Your Knowledge 306
 - Apply Your Knowledge 306
 - Practice Your Skills 306
 - Expand Your Skills 308
- THE FUTURE OF COMMUNICATION** Gestural Computing 280
- ETHICS DETECTIVE** Solving the Case of the Hidden Numbers 283

PART 4
Brief Messages 311

10 Writing Routine and Positive Messages **313**

- COMMUNICATION CLOSE-UP AT **Productivity Report** 313
- Strategy for Routine Requests 314**
 - Stating Your Request up Front 314
 - Explaining and Justifying Your Request 315
 - Requesting Specific Action in a Courteous Close 315
- Common Examples of Routine Requests 315**
 - Asking for Information and Action 315
 - Asking for Recommendations 317
 - Making Claims and Requesting Adjustments 317
- Strategy for Routine and Positive Messages 319**
 - Starting with the Main Idea 320
 - Providing Necessary Details and Explanation 320
 - Ending with a Courteous Close 321
- Common Examples of Routine and Positive Messages 322**
 - Answering Requests for Information and Action 322
 - Granting Claims and Requests for Adjustment 322
 - Providing Recommendations and References 322
 - Sharing Routine Information 324
 - Announcing Good News 325
 - Fostering Goodwill 327

COMMUNICATION CHALLENGES AT **Productivity Report** 329

- Quick Learning Guide 330
- Test Your Knowledge 331
- Apply Your Knowledge 331
- Practice Your Skills 331
- Expand Your Skills 333

ETHICS DETECTIVE Solving the Case of the Imaginary Good News 320

THE FUTURE OF COMMUNICATION Communication Bots 326

11 Writing Negative Messages **341**

COMMUNICATION CLOSE-UP AT **Hailo** 341

Using the Three-Step Writing Process for Negative Messages 342

- Step 1: Planning a Negative Message 342
- Step 2: Writing a Negative Message 344
- Step 3: Completing a Negative Message 344

Using the Direct Approach for Negative Messages 345

- Opening with a Clear Statement of the Bad News 345
- Providing Reasons and Additional Information 345
- Closing on a Respectful Note 347

Using the Indirect Approach for Negative Messages 347

- Opening with a Buffer 347
- Providing Reasons and Additional Information 348
- Continuing with a Clear Statement of the Bad News 349
- Closing on a Respectful Note 350

Maintaining High Standards of Ethics and Etiquette 350

Sending Negative Messages on Routine Business Matters 352

- Making Negative Announcements on Routine Business Matters 352
- Rejecting Suggestions and Proposals 353
- Refusing Routine Requests 353
- Handling Bad News About Transactions 353
- Refusing Claims and Requests for Adjustment 354

Sending Negative Organizational News 356

- Communicating Under Normal Circumstances 356
- Responding to Negative Information in a Social Media Environment 357
- Communicating in a Crisis 359

Sending Negative Employment Messages 359

- Refusing Requests for Employee References and Recommendation Letters 360
- Refusing Social Networking Recommendation Requests 360
- Rejecting Job Applications 361
- Giving Negative Performance Reviews 362
- Terminating Employment 363

COMMUNICATION CHALLENGES AT **Hailo** 364

- Quick Learning Guide 365
- Test Your Knowledge 367
- Apply Your Knowledge 367
- Practice Your Skills 367
- Expand Your Skills 369

ETHICS DETECTIVE Soft Sell—Hard Results 351

12 Writing Persuasive Messages 377

COMMUNICATION CLOSE-UP AT **Red Ants Pants** 377

Using the Three-Step Writing Process for Persuasive Messages 378

Step 1: Planning Persuasive Messages 378

Step 2: Writing Persuasive Messages 381

Step 3: Completing Persuasive Messages 381

Developing Persuasive Business Messages 382

Strategies for Persuasive Business Messages 382

Avoiding Common Mistakes in Persuasive Communication 386

Common Examples of Persuasive Business Messages 388

Developing Marketing and Sales Messages 390

Planning Marketing and Sales Messages 391

Writing Conventional Marketing and Sales Messages 392

Writing Promotional Messages for Social Media 392

Creating Promotional Messages for Mobile Devices 394

Maintaining High Standards of Ethics, Legal Compliance, and Etiquette 394

COMMUNICATION CHALLENGES AT **Red Ants Pants** 396

Quick Learning Guide 397

Test Your Knowledge 399

Apply Your Knowledge 399

Practice Your Skills 399

Expand Your Skills 400

ETHICS DETECTIVE Solving the Case of the Incredible Credibility 382

THE FUTURE OF COMMUNICATION Emotion Recognition Software 391

PART 5

Reports and Proposals 409

13 Finding, Evaluating, and Processing Information 411

COMMUNICATION CLOSE-UP AT **Strategyzer** 411

Planning Your Research 412

Maintaining Ethics and Etiquette in Your Research 413

Familiarizing Yourself with the Subject 413

Identifying Information Gaps 414

Prioritizing Research Needs 414

Conducting Secondary Research 414

Evaluating Sources 414

Locating Sources 415

Documenting Your Sources 420

Conducting Primary Research 420

Gathering Information with Surveys 420

Gathering Information with Interviews 421

Processing Data and Information 423

Quoting, Paraphrasing, and Summarizing 423

Analyzing Numeric Data 424

Applying Your Findings 425

Summarizing Your Research 426

Drawing Conclusions 426

Making Recommendations 427

Managing Information 427

COMMUNICATION CHALLENGES AT **Strategyzer** 428

Quick Learning Guide 429

Test Your Knowledge 431

Apply Your Knowledge 431

Practice Your Skills 431

Expand Your Skills 433

DIGITAL + SOCIAL + MOBILE: TODAY'S COMMUNICATION ENVIRONMENT Research on the Go with Mobile Devices 419

14 Planning Reports and Proposals 435

COMMUNICATION CLOSE-UP AT **Warby Parker** 435

Applying the Three-Step Writing Process to Reports and Proposals 436

Analyzing the Situation 437

Gathering Information 440

Selecting the Best Media and Channels 440

Organizing Your Information 441

Planning Informational Reports 443

Organizational Strategies for Informational Reports 444

Creating Successful Business Plans 444

Planning Analytical Reports 445

Organizational Strategies for Analytical Reports 447

Effective Analytical Reports: An Example 450

Planning Proposals 451

Organizational Strategies for Proposals 452

Effective Proposals: An Example 453

COMMUNICATION CHALLENGES AT **Warby Parker** 458

Quick Learning Guide 459

Test Your Knowledge 460

Apply Your Knowledge 460

Practice Your Skills 460

Expand Your Skills 462

ETHICS DETECTIVE Solving the Case of the Overblown Proposal 453

15 Writing and Completing Reports and Proposals 463

COMMUNICATION CLOSE-UP AT **WPP** 463

Writing Reports and Proposals: Adapting to Your Audience 464

Being Sensitive to Your Audience's Needs 464

Building Strong Relationships with Your Audience 466

Controlling Your Style and Tone 466

Drafting Report Content 466

Drafting Proposal Content 469

Completing Reports and Proposals 472

Producing Formal Reports and Proposals 472

Distributing Reports and Proposals 474

Writing Requests for Proposals 477

REPORT WRITER'S NOTEBOOK Analyzing a Formal Report 479

COMMUNICATION CHALLENGES AT **WPP** 494

- Quick Learning Guide 495
- Test Your Knowledge 496
- Apply Your Knowledge 496
- Practice Your Skills 496
- Expand Your Skills 497

PART 6
Developing and Delivering Business Presentations 505

16 Developing Presentations in a Social Media Environment **507**

COMMUNICATION CLOSE-UP AT **Barnett International** 507

- Planning a Presentation 508
 - Analyzing the Situation 509
 - Selecting the Best Combination of Media and Channels 511
 - Organizing a Presentation 512
- Crafting Presentation Content 515
 - Adapting to Your Audience 516
 - Developing Your Presentation 517
- Delivering a Presentation 520
 - Choosing Your Presentation Method 521
 - Practicing Your Delivery 521
 - Preparing to Speak 522
 - Overcoming Anxiety 522
 - Handling Questions Responsively 524
- Incorporating Technology in Your Presentation 525
 - Embracing the Backchannel 525
 - Giving Presentations Online 525

COMMUNICATION CHALLENGES AT **Barnett International** 527

- Quick Learning Guide 528
- Test Your Knowledge 530
- Apply Your Knowledge 530
- Practice Your Skills 530
- Expand Your Skills 531

COMMUNICATING ACROSS CULTURES Making Sure Your Message Doesn't Get Lost in Translation 511

THE ART OF PROFESSIONALISM Recovering from Disasters 523

17 Enhancing Presentations with Slides and Other Visuals **533**

COMMUNICATION CLOSE-UP AT **Duarte** 533

- Planning Your Presentation Visuals 534
 - Selecting the Type of Visuals to Use 534
 - Verifying Your Design Plans 536
- Choosing Structured or Free-Form Slides 537
 - Advantages and Disadvantages of Structured Slides 537
 - Advantages and Disadvantages of Free-Form Slides 538
- Designing Effective Slides 538
 - Designing Slides Around a Key Visual 539
 - Selecting Design Elements 539
 - Maintaining Design Consistency 542

- Creating Effective Slide Content 542
 - Writing Readable Content 543
 - Creating Charts and Tables for Slides 544
 - Adding Animation and Multimedia 544
 - Integrating Mobile Devices in Presentations 546
- Completing Slides and Support Materials 547
 - Creating Navigation and Support Slides 548
 - Creating Effective Handouts 550

COMMUNICATION CHALLENGES AT **Duarte** 551

- Quick Learning Guide 552
- Test Your Knowledge 554
- Apply Your Knowledge 554
- Practice Your Skills 554
- Expand Your Skills 555

THE FUTURE OF COMMUNICATION Holograms 535

THE ART OF PROFESSIONALISM Being a Team Player 546

PART 7
Writing Employment Messages and Interviewing for Jobs 559

18 Building Careers and Writing Résumés **561**

COMMUNICATION CLOSE-UP AT **Burning Glass** 561

- Finding the Ideal Opportunity in Today's Job Market 562
 - Writing the Story of You 563
 - Learning to Think Like an Employer 563
 - Researching Industries and Companies of Interest 563
 - Translating Your General Potential into a Specific Solution for Each Employer 565
 - Taking the Initiative to Find Opportunities 565
 - Building Your Network 566
 - Seeking Career Counseling 568
 - Avoiding Mistakes 568
- Planning Your Résumé 568
 - Analyzing Your Purpose and Audience 570
 - Gathering Pertinent Information 570
 - Selecting the Best Media and Channels 570
 - Organizing Your Résumé Around Your Strengths 570
 - Addressing Areas of Concern 571
- Writing Your Résumé 572
 - Keeping Your Résumé Honest 572
 - Adapting Your Résumé to Your Audience 572
 - Composing Your Résumé 573
- Completing Your Résumé 580
 - Revising Your Résumé 580
 - Producing Your Résumé 580
 - Proofreading Your Résumé 583
 - Distributing Your Résumé 583

COMMUNICATION CHALLENGES AT **Burning Glass** 585

- Quick Learning Guide 586
- Test Your Knowledge 587
- Apply Your Knowledge 587
- Practice Your Skills 587
- Expand Your Skills 588

DIGITAL + SOCIAL + MOBILE: TODAY'S COMMUNICATION ENVIRONMENT Job-Search Strategies: Maximize Your Mobile 566

THE ART OF PROFESSIONALISM Striving to Excel 568

19 Applying and Interviewing for Employment 593

COMMUNICATION CLOSE-UP AT **VMWare** 593

Submitting Your Résumé 594

- Writing Application Letters 594
- Following Up After Submitting a Résumé 600

Understanding the Interviewing Process 600

- The Typical Sequence of Interviews 600
- Common Types of Interviews 601
- Interview Media 602
- What Employers Look for in an Interview 603
- Preemployment Testing and Background Checks 603

Preparing for a Job Interview 604

- Learning About the Organization and Your Interviewers 604
- Thinking Ahead About Questions 605
- Boosting Your Confidence 607
- Polishing Your Interview Style 607
- Presenting a Professional Image 608
- Being Ready When You Arrive 610

Interviewing for Success 611

- The Warm-Up 611
- The Question-and-Answer Stage 611
- The Close 612
- Interview Notes 613

Following up After the Interview 614

- Follow-Up Message 614
- Message of Inquiry 614
- Request for a Time Extension 614
- Letter of Acceptance 614
- Letter Declining a Job Offer 616
- Letter of Resignation 617

COMMUNICATION CHALLENGES AT **VMWare** 618

Quick Learning Guide 619

Test Your Knowledge 620

Apply Your Knowledge 620

Practice Your Skills 620

Expand Your Skills 621

COMMUNICATING ACROSS CULTURES Cross-Cultural Employee Selection 609

APPENDIX A

Format and Layout of Business Documents 626

First Impressions 626

- Paper 626
- Customization 626
- Appearance 626

Letters 627

- Standard Letter Parts 627
- Additional Letter Parts 631
- Letter Formats 632

Envelopes 634

- Addressing the Envelope 634
- Folding to Fit 635
- International Mail 636

Memos 638

Reports 638

- Margins 638
- Headings 638
- Page Numbers 639

APPENDIX B

Documentation of Report Sources 640

Chicago Humanities Style 640

- In-Text Citation—Chicago Humanities Style 640
- Bibliography—Chicago Humanities Style 641

APA Style 643

- In-Text Citation—APA Style 643
- List of References—APA Style 643

MLA Style 643

- In-Text Citation—MLA Style 643
- List of Works Cited—MLA Style 644

APPENDIX C

Correction Symbols 646

Content and Style 646

Grammar, Mechanics, and Usage 647

Proofreading Marks 648

Handbook of Grammar, Mechanics, and Usage 649

Diagnostic Test of English Skills 649

Assessment of English Skills 651

Essentials of Grammar, Mechanics, and Usage 651

1.0 Grammar 651

- 1.1 Nouns 651
- 1.2 Pronouns 653
- 1.3 Verbs 655
- 1.4 Adjectives 659
- 1.5 Adverbs 660
- 1.6 Other Parts of Speech 661
- 1.7 Sentences 662

2.0 Punctuation 666

- 2.1 Periods 666
- 2.2 Question Marks 666
- 2.3 Exclamation Points 666
- 2.4 Semicolons 666
- 2.5 Colons 666
- 2.6 Commas 667
- 2.7 Dashes 668
- 2.8 Hyphens 668
- 2.9 Apostrophes 669
- 2.10 Quotation Marks 669
- 2.11 Parentheses and Brackets 670
- 2.12 Ellipses 670

3.0 Mechanics 670

- 3.1 Capitalization 670
- 3.2 Underscores and Italics 672
- 3.3 Abbreviations 672
- 3.4 Numbers 672
- 3.5 Word Division 673

4.0 Vocabulary 674

- 4.1 Frequently Confused Words 674
- 4.2 Frequently Misused Words 675
- 4.3 Frequently Misspelled Words 676
- 4.4 Transitional Words and Phrases 677

**Brand, Organization, Name,
and Website Index 678****Subject Index 681**

Real-Time Updates—Learn More

Real-Time Updates—Learn More is a unique feature you will see strategically located throughout the text, connecting you with dozens of carefully selected online media items. These elements—categorized by the icons shown below representing interactive websites, online videos, infographics, PowerPoint presentations, podcasts, PDF files, and articles—complement the text’s coverage by providing contemporary examples and valuable insights from successful professionals.



REAL-TIME UPDATES

LEARN MORE BY READING THIS ARTICLE

Google’s research into effective teamwork	88
Three factors that distinguish smart teams	89
Ten tips to help resolve workplace conflict	89
The benefits of mobile collaboration	94
Legal aspects of religion in the workplace	126
Study the seven habits of effective intercultural communicators	134
Building credibility online	178
Ten tips for conversational writing	181
Practical tips for more effective sentences	189
Improve your document designs by learning the fundamentals of typography	215
Should you email, text, or pick up the phone?	231
Telling compelling stories on social media	232
The security worries behind the surge in business messaging	239
How social media have changed business communication	254
Tips for ensuring a positive Twitter experience	268
Four communication challenges where visuals can be more effective than text	284
New thinking on data visualization	291
Using Snapchat for business communication	300
Using Twitter for routine customer communication	321
Simple rules for writing effective thank-you notes	328
A better way to say no	342
In-depth advice on issuing an apology	347
These templates make it easier to turn down recommendation requests	360
IBM crowdsources a replacement for its annual performance reviews	362
Open doors with these seven magic words	381
Using stories to persuade	385
Building audience relationships with content marketing	394
Launch that new business idea with solid research	423
Seven steps to successful proposals	452
Build your company with effective responses to RFPs	470
Engage the audience for a more successful presentation	510

Don’t let anxiety hold back your presentations	522
Two secrets to presenting like a pro	523
Design tips from presentation pro Garr Reynolds	538
Give your audience “soft breaks” to keep them alert and engaged	544
Smart strategies to explain gaps in your work history	572
Tempted to twist the truth on your resume?	572
Does your résumé shout “I’m unprofessional”?	580
Make friends with the résumé robots	581
Don’t let these mistakes cost you an interview	583
The ultimate interview preparation checklist	604
Prepare your answers to these tough interview questions	606
Details that can make or break a job interview	608



REAL-TIME UPDATES

LEARN MORE BY LISTENING TO THESE PODCASTS

Tips for proofing your papers	217
Get daily tips on using social media in your business	256
Expert tips for successful phone interviews	611



REAL-TIME UPDATES

LEARN MORE BY WATCHING THESE VIDEO

The fundamentals of emotional intelligence	58
The Internet of Things	62
Dining etiquette simplified	107
More advice from communication coach Gina Barnett	509
How to establish an emotional connection with any audience	516
Get started with Prezi	534
Nancy Duarte’s low-tech approach to slide design	544
Five TED talks that will help you prepare for interviews	602



REAL-TIME UPDATES

LEARN MORE BY READING THIS PDF

Dig deep into audience needs with this planning tool	149
Get detailed advice on using bias-free language	178
Starbucks’s social media guidelines	256
Crafting your “wow” statement	445



REAL-TIME UPDATES

LEARN MORE BY VIEWING THIS PRESENTATION

Exploring the potential of wearable technologies	65
Smart advice for brainstorming sessions	161
Get helpful tips on creating an outline for any project	163
Simple tips for a professional interview look	160

**REAL-TIME UPDATES**

LEARN MORE BY EXPLORING THIS INTERACTIVE WEBSITE

Take a closer look at how the United States is changing	119
How are your global travel skills?	129
Mine the web to piece together stories on any topic	167
Grammar questions? Click here for help	184
Wondering how to get started with business research?	417
Use this powerful tool for easier online searches	418
Explore one of the best annual reports ever published	464
See how well your résumé matches a target job description	573
How much are you worth?	599
Prepare for your next interview with these Pinterest pins	600

**REAL-TIME UPDATES**

LEARN MORE BY READING THIS INFOGRAPHIC

How not to behave in 15 countries	120
Seven common hand gestures that will stir up trouble in other cultures	124
Social shaming in today's business landscape	260
The color of persuasion	392

**REAL-TIME UPDATES**

LEARN MORE BY VISITING THIS WEBSITE

Check out the cutting edge of business communication	53
Guidelines for trouble-free blogging	77
Looking for jobs at diversity-minded companies?	119
Explore the Corporate Equality Index	126
Expert advice on making technologies usable	192
Editing and proofreading tips, with an error treasure hunt	206

See the newest designs from some of the brightest minds in typography	215
Examples of effective one-page web design	241
Intrigued by the challenge of designing effective websites?	243
Big companies that blog well	263
Data visualization and infographics gateway	291
Ideas for using Instagram for business communication	294
Ten tools for creating infographics	294
Great advice for getting started in digital video	301
Insight into mobile strategies for routine communication	315
LinkedIn's advice for college students	317
Get expert tips on writing (or requesting) a letter of recommendation	324
Is there any truth to that rumor?	357
Best practices in mobile marketing	394
Get clear answers to murky copyright questions	413
Use Google more effectively	418
Step-by-step advice for developing a successful business plan	444
Get practical advice on developing research reports	469
Quick tips for a variety of speaking situations	519
Advice and free templates for more effective slideuments	539
The latest tools and trends in presentations	542
Converting your résumé to a CV	570
Find the keywords that will light up your résumé	574
Addressing international correspondence	630

**REAL-TIME UPDATES**

LEARN MORE BY VISITING THIS WIKI

Get the latest news on gamification	69
-------------------------------------	----

Major Changes and Improvements in This Edition

Here are the major changes in the 14th Edition of *Business Communication Today*:

- Twelve new chapter-opening vignettes with accompanying end-of-chapter individual and team challenges:
 - KLM Royal Dutch Airlines' use of mobile technology in business communication, including its 24/7 social media services strategy during the 2010 Icelandic volcano Eyjafjallajökull eruption (Chapter 1)
 - Siemens AG strategic approach to communicating with its diverse stakeholder groups (Chapter 3)
 - Wolff Ordis's use of storytelling in business communication, including using an award-winning novelist as its chief storytelling officer (Chapter 4)
 - Type Together's contemporary typeface designs, emphasizing readability in business documents and other messages (Chapter 6)
 - Futurice workplace messaging system, which is changing the way many organizations communicate (Chapter 7)
 - Jill Duffy's advice for handling the daily deluge of routine messages more productively (Chapter 10)
 - Strategyzer's revolutionary alternative to the traditional annual report, now embraced by thousands of entrepreneurs (Chapter 13)
 - Warby Parker's whimsical and audience-focused approach to annual reports (Chapter 14)
 - WPP's use of web interactivity to create one of the most readable annual reports ever published (Chapter 15)
 - Gina Barnett's "whole-body" public speaking advice, which can help all business professionals improve their onstage presence (Chapter 16)
 - Nancy Duarte's timeless advice for creating audience-friendly presentation slides (Chapter 17)
 - Burning Glass's application of artificial intelligence to the critical job-search challenge of matching employer needs and employee skill sets (Chapter 18)
 - VMWare's enthusiastic embrace of social media to transform its approach to employee recruiting (Chapter 19)
- A new highlight box theme, *The Future of Communication*, giving students a glimpse into some fascinating technologies that could reshape the practice of business communication in the coming years: the Internet of Things, real-time translation, haptic communication, telepathy, virtual and augmented reality, gestural computing, smart communication bots, emotion recognition, and holograms
- More than 70 new or redesigned business communication examples and figures. The 14th Edition includes
 - 26 examples of mobile communication in business communication
 - 25 examples of social media in business communication
- Revised annotations for all the before/after model document pairs, making it easier for students to see the specific changes made to transform ineffective messages into effective ones

- Updated coverage of the advantages and disadvantages of teams (Chapter 2), overcoming resistance (Chapter 2), gender differences (Chapter 3), digital messaging (Chapter 7), the business communication uses of social networks (Chapter 8), content curation (Chapter 8), and effective and ethical apologies (Chapter 11)
- 24 New communication cases
- More than three dozen new end-of-chapter questions and exercises

Preparing the Next Generation of Professional Communicators with the Most Current and Most Comprehensive Text in the Field

Communication is the most valuable skill that graduates can bring into the workforce, and it is one of the six cornerstones of true professionalism emphasized in *Business Communication Today*. The business communication course is uniquely positioned to help students develop as professionals because it addresses such vital topics as respect, credibility, dependability, ethical decision making, and collaboration.

An essential part of being a professional is being conversant in the methods and practices of the contemporary workplace. To this end, *Business Communication Today* presents the full range of on-the-job skills that today's communicators need, from writing conventional printed reports to using the latest digital, social, mobile, and visual media (including a concise primer on producing digital business video). Each chapter adapts the fundamentals of effective writing to specific workplace challenges and media applications, so students will be better prepared to succeed from their first day on the job.



Although it stays on the leading edge of workplace practices and communication tools, *Business Communication Today* never loses sight of the fact that communication is a human activity in the deepest sense. It emphasizes the importance of developing a strong sense of etiquette, recognizing ethical dilemmas, advancing ethical communication, and respecting the rights and needs of audience members at every stage of the writing process.

By integrating all the key skills and insights that students need in order to succeed in today's dynamic workplace, *Business Communication Today* is an unmatched resource for preparing the next generation of business professionals.

Why Business Communication Instructors Continue to Choose Bovée and Thill

- **Market-leading innovation.** For more than three decades, Bovée and Thill texts have pioneered coverage of emerging trends and their implications for business communication. Bovée and Thill were the first authors in the field to give in-depth coverage to digital media, social media, and mobile communication.
- **Up-to-date coverage that reflects today's business communication practices and employer expectations.** Technology, globalization, and other forces have dramatically changed the practice of business communication in recent years, even to the point of altering how people read and how messages should be constructed. To prepare students for today's workplace, a business communication course needs to address contemporary skills, issues, and concepts.
- **Practical advice informed by deep experience.** Beyond the research and presentation of new ideas and tools, Bovée and Thill are among the most active and widely followed users of social media in the entire field of business communication. They don't just write about new concepts; they have years of hands-on experience with social media, blogging, content curation, search technologies, and other important tools. They are active participants in more than 45 social media sites.



Scooped by [Bovée & Thill's Online Magazines for Business Communication](#)

Business Communication Instruction: How Students Can Learn More Through Online Media



From www.youtube.com - June 15, 7:58 PM

Business Communication Instruction: How Students Can Learn More "Learn More" media items (more than 60 in all) integrate Bovée & Thill textbooks with online materials.

- **Engaging coverage of real companies and contemporary issues in business communication.** Bovée and Thill texts emphasize companies and issues students already know about or are likely to find intriguing. For example, cases in recent editions have addressed Comic-Con, location-based social networking, employer restrictions on social media, the use of Twitter in the job-search process, video gaming, alternative energy, and the challenges of reading and writing on smartphones.
- **Integrated learning.** In sharp contrast to texts that tack on coverage of social media and other new topics, Bovée and Thill continually revise their coverage to fully integrate the skills and issues that are important in today's workplace. This integration is carried through chapter-opening vignettes, chapter content, model documents, end-of-chapter questions, communication cases, and test banks to make sure students practice the skills they'll need, not just read about them in some anecdotal fashion.
- **Added value with unique, free resources for instructors and students.** From the groundbreaking Real-Time Updates to *Business Communication Headline News* to videos specially prepared for instructors, Bovée and Thill adopters can take advantage of an unmatched array of free resources to enhance the classroom experience and keep course content fresh. Please see pages 33–34 for a complete list.

In-Depth Coverage of Digital, Social, and Mobile Media Topics in the 14th Edition

Business Communication Today offers in-depth coverage of new and emerging media skills and concepts. These tables show where you can find major areas of coverage, figures, and communication cases that expose students to professional use of social media, mobile media, and other new technologies.

Major Coverage of Digital, Social, and Mobile Media

Topic	Page
Backchannel in presentations	525
Blogging and microblogging	262–268
Collaboration technologies	91–94
Community Q&A websites	262
Compositional modes for digital media	231–233
Content curation	261–262
Creating content for social media	260
Data visualization	290–292
Digital, social, and mobile media options	230–231
Email	234–237
Infographics	294
Instant messaging, text messaging, and workgroup messaging	238–240
Interview media	602–603
Meeting technologies	98–99
Mobile devices in presentations	546
Mobile etiquette	108
Mobile media	64–66, 156–157
Online and social media résumés	582–583

(continued)

Topic	Page
Online etiquette	107–108
Podcasting	244–245
Social communication model	63–64
Social networking	255–260
User-generated content	261
Web writing	243–245
Wikis	269
Writing and designing messages for mobile devices	70–73, 216
Writing Promotional Messages for Social Media	392–394
Creating Promotional Messages for Mobile Devices	394

**Figures and Model Documents Highlighting Digital, Social,
and Mobile Media (not including email, IM, or PowerPoint slides)**

Title	Figure	Page
The Social Communication Model	1.7	63
Mobile Communication Tools	1.8	64
Wearable Technology	1.9	65
Mobile Communication: Opportunities and Challenges	1.10	67
Unethical Communication	1.11	75
Ethical Communication	1.12	76
Powerful Tools for Communicating Effectively	Feature	70–73
Shared Online Workspaces	2.2	92
Collaboration on Mobile Devices	2.3	93
Capturing Key Decisions and Discoveries from a Meeting	2.5	97
Virtual Meetings	2.6	98
Telepresence	2.7	99
Mobile Language Tools	3.3	131
Writing for Multilingual Audiences	3.5	136
Using Audience Analysis to Plan a Message	4.2	149
Media and Channel Choices: Written + Digital	4.4	155
Mind Mapping	4.5	162
Business Communicators Innovating with Mobile	Feature	158–159
Fostering a Positive Relationship with an Audience	5.1	175
Building Credibility	5.2	179
Plain Language at Creative Commons	5.3	183
Making Effective Word and Phrase Choices	5.4	185
Writing for Mobile Devices	5.6	193
Designing for Readability	6.3	213
Designing for Mobile Devices	6.4	216
Compositional Modes: Status Updates and Announcements	7.1	233
Augmented Reality	7.2	234
Reader-Friendly Web Design	7.5	242
Writing for the Web	7.6	243
Mobile Podcasting	7.7	245
Community Building via Social Media	8.1	255
Business Applications of Blogging	8.2	265

(continued)

**Figures and Model Documents Highlighting Digital, Social,
and Mobile Media (not including email, IM, or PowerPoint slides) (Continued)**

Title	Figure	Page
Business Applications of Microblogging	8.3	267
Business Communicators Innovating with Social Media	Feature	258–259
Data Visualization	9.10	292
Geographic Information Systems	9.12	293
Infographics	9.13	295
Visual Displays on Mobile Devices	9.14	298
Framing Your Shots: Finding the Right Range	9.16	301
Framing Your Shots: Finding the Right Balance	9.17	302
Announcing Good News	10.6	326
Goodwill Messages	10.7	327
Internal Message Providing Bad News About Company Operations	11.6	358
Appealing to Audience Needs	12.1	379
Promotional Messages in Social Media	12.6	393
Executive Dashboards	14.3	441
Executive Summary	15.2	473
Nonlinear Presentations	16.3	513
Using Mobile Devices in Presentations	17.6	547
Mobile Job-Search Tools	18.2	567
Job Task Simulations	19.4	603
Interview Simulators	19.5	608

**Communication Cases Involving Digital, Social, Mobile,
or Video Media (not including email, IM, or PowerPoint slides)**

Case	Media	Page
7.27	Mobile media	250
7.29	Web writing	251
7.30	Web writing, mobile media	251
7.31	Web writing	251
7.32	Podcasting	251
7.33	Podcasting	251
8.24	Social networking	274
8.25	Social networking	274
8.26	Social networking	274
8.27	Blogging	274
8.28	Blogging	274
8.29	Blogging, mobile media	274
8.30	Blogging	275
8.31	Microblogging	275
8.32	Microblogging	275
8.33	Microblogging	275
8.34	Wiki writing	275
10.30	Blogging	334
10.42	Podcasting	336
10.43	Blogging	336

(continued)

Case	Media	Page
10.45	Microblogging	336
10.47	Social networking	337
10.48	Web writing	337
10.49	Blogging	337
10.50	Social networking	338
10.51	Social networking	338
11.35	Microblogging	370
11.40	Microblogging	371
11.41	Blogging	371
11.43	Podcasting	372
11.45	Social networking	372
11.48	Microblogging	373
11.49	Blogging	373
11.50	Blogging	373
11.51	Blogging	373
11.52	Social networking	374
11.53	Social networking	374
11.56	Mobile media	374
12.37	Microblogging	402
12.38	Blogging	402
12.51	Web writing	405
12.52	Web writing/mobile skills	405
12.53	Podcasting	405
12.55	Web writing	405
12.56	Web writing	406
12.57	Social networking	406
12.58	Microblogging	406
12.59	Social networking	406
12.60	Microblogging	406
18.24	Video	590
19.29	Video	622
19.31	Microblogging	622
19.33	Blogging	622

Extending the Value of Your Textbook with Free Multimedia Content

Business Communication Today's unique Real-Time Updates system automatically provides weekly content updates, including interactive websites, infographics, podcasts, PowerPoint presentations, online videos, and articles. You can subscribe to updates chapter by chapter, so you get only the material that applies to your current chapter. Visit real-timeupdates.com/bct14 to subscribe.

1 Read messages from the authors and access over 175 media items available only to instructors. (Students have access to their own messages, assignments, and media items.)

2 Click on any chapter to see the updates and media items for that chapter.

3 Scan headlines and click on any item of interest to read the article or download the media item. Every item is personally selected by the authors to complement the text and support in-class activities.

4 Media items are categorized by type so you can quickly find podcasts, videos, infographics, PowerPoints, and more.

5 Subscribe via RSS to individual chapters to get updates automatically for the chapter you're currently teaching.

For Instructors: Features and Resources to Enhance the Course Experience

TARGET AUDIENCE

Everyone who teaches business communication is motivated to help students master the fundamentals of professional communication while also preparing them for the broader expectations they'll encounter in today's workplace. As the field of business communication continues to expand and get more complex, however, balancing those two objectives continues to get more difficult. Basing your course on a textbook that hasn't kept up with contemporary business media and professional practices puts both you and your students at a distinct disadvantage, and yet you obviously can't ignore basic writing skills.

With its treatment of business communication in the broadest sense (including digital video and managerial issues such as crisis communication), *Business Communication Today* is ideal for comprehensive business communication and managerial communication courses in any curriculum, in any format—in class, online, or hybrid.

For courses with a particular emphasis on written communication, you may find the authors' 16-chapter text *Excellence in Business Communication* to be an optimal fit. And for introductory courses that emphasize business English, the 14-chapter *Business Communication Essentials* offers balanced coverage of basic business English, communication strategies, and cutting-edge technologies. Its compact organization is particularly well suited to quarter calendars as well as to longer courses in which an instructor wants to have time available to supplement the text with service projects, business plan development, or other special activities.

Colleges and universities vary in the prerequisites established for the business communication course, but we advise at least one course in English composition. Some coursework in business studies will also give students a better perspective on communication challenges in the workplace. However, we have taken special care not to assume students have any in-depth business experience, so *Business Communication Today* works quite well for those with limited work experience or business coursework.

A TOTAL TEACHING AND LEARNING SOLUTION

Business Communication Today has helped more than 2 million students master essential skills for succeeding in the workplace. This 14th Edition continues that tradition by offering an unmatched set of tools that simplify teaching, promote active learning, and stimulate critical thinking. These components work together at four levels to provide seamless coverage of vital knowledge and skills: previewing, developing, enhancing, and reinforcing.

Previewing

Each chapter provides clear learning objectives that prepare students for the material to come and provide a framework for the chapter content. New in this edition, each learning objective aligns with a major heading in the chapter, and this structure is carried through to the end-of-chapter and online activities, making it easier for instructors and students to gauge learning progress.

After the learning objectives, a compelling Communication Close-Up vignette featuring a successful professional role model shows students how the material they will encounter in the chapter is put to use in actual business situations.

Developing

Chapter content develops, explains, and elaborates on concepts with a carefully organized presentation of textual and visual material. The three-step process of planning, writing, and completing is clearly explained and reinforced throughout the course. Some texts introduce a writing process model and then rarely, if ever, discuss it again, giving students few opportunities to practice it and leaving them to wonder just how important

the process really is. *Business Communication Today* adapts the three-step process to every category of messages in every medium, from traditional letters and reports to email, blogs, IM, podcasts, wikis, and online videos.

Enhancing

Contemporary examples show students the specific elements that contribute to—or detract from—successful messages. *Business Communication Today* has an unmatched portfolio of realistic examples for students to emulate. In addition, Real-Time Updates—Learn More connects students with dozens of carefully selected online media elements that provide examples and insights from successful professionals.

Business Communication Today also extends students' awareness beyond the functional aspects of communication, with thorough and well-integrated coverage of business etiquette and ethics—vital issues that some texts raise briefly and then quickly forget. In light of employer concerns about the etiquette shortcomings of today's new hires and the continuing struggles with business ethics, we integrate ethics and etiquette throughout the book and give students numerous opportunities to ponder ethical dilemmas and practice communication etiquette.

Reinforcing

Hundreds of realistic exercises and activities help students practice vital skills and put newfound knowledge to immediate use. Unique features include downloadable Word documents, podcasts, PowerPoint presentations for students to analyze, and the innovative Bovée and Thill wiki simulator. Interactive Document Makeovers, pioneered by Bovée and Thill, let students experience firsthand the elements that make a document successful, giving them the insights they need in order to analyze and improve their own business messages. More than 140 communication cases, featuring dozens of real companies, encourage students to think about contemporary business issues as they put their skills to use in a variety of media, including blogging, social networking, and podcasting.

At every stage of the learning experience, *Business Communication Today* provides the tools instructors and students need to succeed.

Features that Help Students Build Essential Knowledge and Skills	Previewing	Developing	Enhancing	Reinforcing
Learning objectives (beginning of chapter)	•			
Communication Close-up (beginning of chapter)	•			
Concise presentations of fundamentals (within chapter)		•		
Managerial and strategic perspectives on key topics (within chapter)		•		
Three-step writing process discussion and diagrams (within chapter)		•		
Real-life examples (within chapter)			•	
Annotated model documents (within chapter)			•	
Highlight boxes (within chapter)			•	
Handbook of Grammar, Mechanics, and Usage (end of book)			•	
Learn More media resources (online)			•	
MyLab BusinessCommunication (online)			•	•
Real-Time Updates (online)			•	•
Marginal notes for quick review (within chapter)				•
Checklists (within chapter)				•
Communication Challenges (end of chapter)				•
Quick Learning Guide (end of chapter)				•
Test Your Knowledge questions (end of chapter)				•
Apply Your Knowledge questions (end of chapter)				•

(continued)