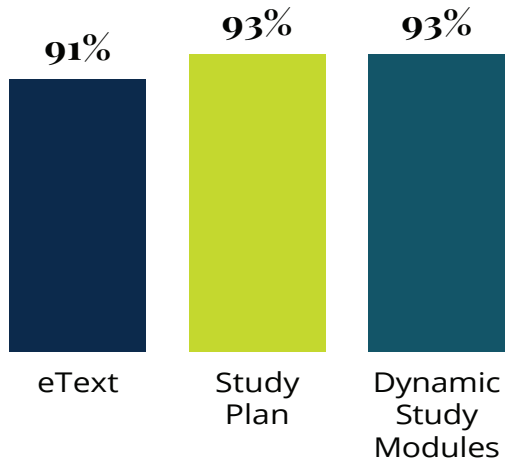# Business Communication Essentials

Fundamental Skills for the Mobile-Digital-Social Workplace

EIGHTH EDITION

Courtland L. Bovée
John V. Thill

91% eText | **93%** Study Plan | **93%** Dynamic Study Modules

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EIGHTH EDITION

GLOBAL EDITION

Business Communication Essentials

Fundamental Skills for the Mobile-Digital-Social Workplace

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

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

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

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Brief Contents

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About the Authors

Courtland L. Bovée and John V. Thill have been leading textbook authors for more than two decades, introducing millions of students to the fields of business and business communication. Their award-winning texts are distinguished by proven pedagogical features, extensive selections of contemporary case studies, hundreds of real-life examples, engaging writing, thorough research, and the unique integration of print and digital resources. Each new edition reflects the authors' commitment to continuous refinement and improvement, particularly in terms of modeling the latest practices in business and the use of technology.

Professor Bovée has 22 years of teaching experience at Grossmont College in San Diego, where he has received teaching honors and was accorded that institution's C. Allen Paul Distinguished Chair. Mr. Thill is a prominent communications consultant who has worked with organizations ranging from Fortune 500 multinationals to entrepreneurial start-ups. He formerly held positions with Pacific Bell and Texaco.

Courtland Bovée and John Thill were recently awarded proclamations from the governor of Massachusetts for their lifelong contributions to education and for their commitment to the summer youth baseball program that is sponsored by the Boston Red Sox.

New to This Edition

All new: The Future of Communication gives a glimpse into fascinating technologies that are beginning to reshape business communication, including real-time translation, haptic communication, virtual and augmented reality, gestural computing, and automated emotion recognition.

Nearly 70 new or substantially revised figures; the Eighth Edition has 66 annotated model documents, 27 examples of mobile communication in business communication, and 25 examples of social media.

Half the chapters have new Communication Matters insights from respected business professionals that highlight the principles covered in the chapter.

Revised annotations in model document before/after pairs make it easier for students to see the specific changes made to transform ineffective messages into effective ones.

More than 80 new questions and student activities; one-third of the communication cases are new.

Learning Objectives: Check Your Progress has been converted to quick-to-read bulleted lists for easier study and review.

The Future of Communication: The Internet of Things

The *Internet of Things (IoT)* refers to the billions of devices now connected to the Internet and the networking potential of having all these gadgets communicate with each other, feed data [...]

The Future of Communication: Communication Bots

The bots are back. Automated bots (short for *robots*) made a small wave a decade or so ago when "chatbots" began appearing on websites to help companies handle online [...]

The Future of Communication: Gamification

The fact that millions of people spend billions of hours playing games on computers and mobile devices is not lost on companies looking for ways to enhance communication with emplo[...]

The Future of Communication: Blind Auditions

Most people like to think they are unbiased and capable of making fair, objectives decisions when it comes to judging or assessing others. Unfortunately, that is far from reality. Decades of research suggests that *unconscious* or *implicit bias* is universal and that attitudes and

Numerous sections are new or substantially revised, reflecting the latest research and practices in business communication:

- Communicating in an Organizational Context
- Developing Skills for Your Career
- Characteristics of Effective Teams
- Conflict Resolution in Team Settings
- Improving Your Nonverbal Communication Skills
- Workplace Etiquette
- Messaging
- Asking for Recommendations
- Writing Instructions
- Refusing Requests for Recommendations
- Giving Negative Performance Reviews
- Terminating Employment
- Using the Three-Step Writing Process for Persuasive Messages
- Balancing the Three Types of Persuasive Appeals
- Using Presentation Software to Create Visual Reports
- Keys to Being a Valued Networker
- Job-Specific Keywords
- Building an Effective LinkedIn Profile
- Understanding the Interviewing Process
- Common Types of Interview Questions
- Interviewing by Phone
- Interviewing by Video

Solving Teaching and Learning Challenges

Communication is the most valuable skill that graduates can bring into the workforce, but it is one of the most challenging to teach. *Business Communication Essentials* blends the timeless fundamentals of communication with contemporary techniques and an emphasis on business English improvement. To help students succeed from their first day on the job, *Business Communication Essentials* 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.

COMMUNICATION MATTERS . . .

"There's nothing better than a new and enthusiastic team that, on a shoestring budget, tries to do something that's never been done before."[1]
—Tricia Naddaff, president, Management Research Group

Tricia Naddaff's observation about high-performance teams hints at the near-magic that collaboration can bring to business. With the right people in the right circumstances, teams can innovate and produce results far beyond what the individual team members could achieve on their own. At the other extreme, when things go sideways, team projects can be a demoralizing waste of time and money. The difference often comes down to communication. This chapter explores the communication skills you need in order to succeed in team settings, along with several other interpersonal communication topics that will help you on the job: productive meetings, active listening, nonverbal communication, and business etiquette.

Management consultant Tricia Naddaff recognizes the productivity and innovation that successful teamwork can generate.

Courtesy of Tricia Naddaff, President of Management Research Group

> Each chapter opens with insights from a successful professional, emphasizing concepts and valuable skills that students will explore in the chapter.

Fridman highlights her experience with specific areas of expertise, beginning with points likely to be of greatest interest to prospective clients.

Academic credentials enhance her credibility by letting readers know she not only attended a respected university but now teaches at one, too.

Professional credentials convey the message that she meets rigorous standards of knowledge, experience, and ethical performance.

Mentioning her charitable work further builds her credibility (as president of the organization) and promotes a positive reaction from readers.

A high-quality photograph (well lit, with no background distractions) also conveys the message of professionalism.

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JOLI FRIDMAN, CFP®, CPA

Joli has been practicing comprehensive financial planning for over 20 years. Her areas of expertise include retirement planning, estate planning, tax planning, education funding, insurance planning, cash flow analysis and asset allocation. She is on the faculty at Northwestern University and is an academic affiliate of the National Association of Personal Financial Advisors (NAPFA). Joli received both her Bachelor's degree and Masters in Accountancy from University of Illinois. She is a Certified Financial Planner™ professional and Certified Public Accountant. Joli is also president of the Fred Outa Foundation.

Figure 4.2   Building Credibility
In her profile page on her company's website, financial advisor Joli Fridman builds her credibility with a variety of specific, concrete statements. Notice how every statement packs a punch; there is no filler or "fluff."

> Annotated model documents are perhaps the most important feature of a business communication text, and *Business Communication Essentials* is packed with a balance of carefully chosen examples from real companies and original material created to illustrate specific concepts.

COMPOSITIONAL MODES FOR DIGITAL AND SOCIAL MEDIA

As you practice using digital media in this course, focus on the principles of effective communication and the fundamentals of good writing, rather than on the specific details of any one medium or system.[3] Fortunately, with a few minor adjustments, your skills will transfer from one system to another without much trouble.

You can succeed with written communication in virtually all digital media by using one of nine *compositional modes*, each of which is well-suited to particular communication goals:

- **Conversations.** Although they take place via writing, some forms of digital communication function more like real-time conversations than the sharing of written documents. The section on messaging (see page 182) explores this important and ever-expanding communication format.
- **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 it's leaving comments on a blog post or reviewing products on an e-commerce site. Sharing helpful tips and insightful commentary is also a great way to build your

> Going beyond covering the tried-and-true, Bovée and Thill make unique contributions to the pedagogy and practice of business communication, such as the nine compositional modes required to succeed with digital and social media.

Figure 1.3   Elements of Professionalism
To be respected as a true professional, develop these six qualities.

Be the best
Pros strive to excel, and excelling at every level is how you build a great career.

Be dependable
Pros keep their promises, meet their commitments, learn from their mistakes, and take responsibility for their errors.

Be ethical
Responsible pros work to avoid ethical lapses and weigh their options carefully when facing ethical dilemmas.

Be a team player
Pros know how to contribute to a larger cause and make others around them better.

Be positive
You owe it to yourself, your colleagues, and your company to maintain a positive outlook, even when the going gets tough.

Be respectful
Good business etiquette is a sign of respect for those around you; respecting others is not only good—it's good for your career.

TABLE 3.1 Medium/Channel Combinations: Advantages and Disadvantages

Medium/Channel	Advantages	Disadvantages
Oral, in-person	• Provide opportunity for immediate feedback • Easily resolve misunderstandings and negotiate meanings • Involve rich nonverbal cues (both physical gestures and vocal inflections) • Allow expression of the emotion behind your message	• Restrict participation to those physically present • Unless recorded, provide no permanent, verifiable record of the communication • Can reduce communicator's control over the message
Oral, digital	• Can provide opportunity for immediate feedback (live phone or online conversations) • Not restricted to participants in the same location • Allow time-shifted consumption (podcasts, for example)	• Lack nonverbal cues other than voice inflections • Can be tedious to listen to if not audience focused (recorded messages)
Written, printed	• Allow writers to plan and control their messages • Can reach geographically dispersed audiences • Offer a permanent, verifiable record • Minimize the distortion that can accompany oral messages • Can be used to avoid immediate interactions • Deemphasize any inappropriate emotional components • Give recipients time to process messages before responding (compared with oral communication)	• Offer limited opportunities for timely feedback • Lack the rich nonverbal cues provided by oral media • Often take more time and more resources to create and distribute • Can require special skills to prepare or produce if document is elaborate
Written, digital	In general, all the advantages of written printed documents plus: • Can be delivered quickly • Offer the flexibility of multiple formats and channels, from microblogs to wikis • Offer the ability to structure messages in creative ways, such as writing a headline on Twitter and linking to the full message on a blog • Can offer links to related and more in-depth information • Can increase accessibility and openness in an organization through broader sharing • Enable audience interaction through social media features • Can be easily integrating with other media types, such as with embedded videos or photos	• Can be limited in terms of reach and capability • Require Internet or mobile phone connectivity • Are vulnerable to security and privacy problems • Are easy to overuse (sending too many messages to too many recipients) • Create privacy risks and concerns (exposing confidential data, employer monitoring, accidental forwarding) • Entail security risks (viruses, spyware; network breaches) • Create productivity concerns (frequent interruptions, nonbusiness usage)
Visual, printed	• Can quickly convey complex ideas and relationships • Are often less intimidating than long blocks of text • Can reduce the burden on the audience to figure out how the pieces of a message or concept fit • Can be easy to create in spreadsheets and other software (simple charts and graphs), then integrate with reports	• Can require artistic skills to design • Require some technical skills to create • Can require more time to create than equivalent amount of text • Can be expensive to print
Visual, digital	In general, all the advantages of visual printed documents and all the advantages of written digital formats plus: • Can personalize and enhance the experience for audience members • Offer the persuasive power of multimedia formats, particularly video	• Need time, cost, and skills to create • Can require large amounts of bandwidth

Business Communication Essentials helps students develop their skills in the larger context of being a true professional, with all the insights and qualities that embodies.

With multiple quick-reference tables, the text serves as a valuable resource that students can use in other courses and take with them on the job.

POWERFUL TOOLS FOR COMMUNICATING EFFECTIVELY

The tools of business communication evolve with every advance in digital technology. The 20 technologies highlighted on the next four pages help businesses redefine the office, collaborate and share information, connect with stakeholders, and build communities of people with shared interests and needs. For more examples of business uses of social media tools in particular, see pages 178–179 in Chapter 6.

REDEFINING THE OFFICE

Thanks to advances in mobile and distributed communication, the "office" is no longer what it used to be. Technology lets today's professionals work on the move while staying in close contact with colleagues, customers, and suppliers. These technologies are also redefining the very nature of some companies, as they replace traditional hierarchies with highly adaptable, virtual networks.

Web-Based Meetings

Videoconferencing and Telepresence

Shared Online Workspaces

BUSINESS COMMUNICATORS INNOVATING WITH MOBILE

As the third major revolution in business communication in the past two decades (after the World Wide Web and social media), mobile communication has the potential to change nearly every aspect of business communication. Here is a small sample of the ways companies are putting mobile to work.

Training

In the face of changing markets, government regulations, and other forces in the business environment, developing and maintaining employee skill sets is an ongoing challenge for most companies. The challenge is made even more difficult when employees are constantly on the move or geographically dispersed. With training materials developed specifically for mobile devices, companies can deliver train-

Mobile Glossary

In addition to terms defined elsewhere in the book, here are some helpful mobile terms.

3G, 4G, and 5G

Successive generations of mobile phone technology,

MOBILE DEVICE ETIQUETTE

Your mobile device habits say a lot about how much respect you have for the people around you. Avoid these disrespectful choices: [61]

- Using obnoxious ringtones
- Failing to mute your phone during meetings or other situations where it will interrupt people
- Talking loudly in open offices or public places
- Talking on your phone right next to someone else
- Making or taking unnecessary personal calls at work
- Invading privacy by using your phone's camera without permission
- Taking or making calls in restrooms and other inappropriate places
- Texting during meals or while someone is talking to you
- Allowing incoming calls to interrupt meetings or discussions
- Using voice recognition to the extent that it disrupts others

As the most compact text in the Bovée-Thill series, Business *Communication Essentials* is designed for high-efficiency learning. Students can scan concise bulleted lists to get important insights and writing tips on a wide variety of topics.

BUSINESS COMMUNICATORS INNOVATING WITH SOCIAL MEDIA

Companies in virtually every industry use social media and continue to experiment with new ways to connect with customers and other stakeholders. From offering helpful tips on using products to helping customers meet each other, these companies show the enormous range of possibilities that new media continue to bring to business communication.

Enterprise Social Networking

The social networking concepts that keep you connected with friends and family are widely used in business today. *Enterprise social networks* are closed digital communities that connect employees within a company (and in some cases, selected external business partners). They often include a variety of communication and collaboration tools as well, including workgroup messaging, online meeting functions, and access to work files and other shared resources.

Tweetups

A powerful capability of online social media is bringing people with similar interests together offline. *Tweetups*, for example, are in-person meetings planned and organized over Twitter.

Today's companies expect employees to put technology to effective use on human terms. Multiple features and thoroughly integrated coverage of contemporary tools help students hit the ground running.

1 Plan →	**2** Write →	**3** Complete
Analyze the Situation Define your purpose and develop an audience profile. **Gather Information** Determine audience needs and obtain the information necessary to satisfy those needs. **Choose Medium and Channel** Identify the best combination for the situation, message, and audience. **Organize the Information** Define your main idea, limit your scope, select a direct or an indirect approach, and outline your content.	**Adapt to Your Audience** Be sensitive to audience needs by using a "you" attitude, politeness, positive emphasis, and unbiased language. Build a strong relationship with your audience by establishing your credibility and projecting your company's preferred image. Control your style with a conversational tone, plain English, and appropriate voice. **Compose the Message** Choose strong words that will help you create effective sentences and coherent paragraphs.	**Revise the Message** Evaluate content and review readability, edit and rewrite for conciseness and clarity. **Produce the Message** Use effective design elements and suitable layout for a clean, professional appearance. **Proofread the Message** Review for errors in layout, spelling, and mechanics. **Distribute the Message** Deliver your message using the chosen medium; make sure all documents and all relevant files are distributed successfully.

Students sometimes flounder when faced with unfamiliar or difficult writing challenges because they don't know how to move a project forward. By following the proven three-step process described in *Business Communication Essentials,* they never have to feel lost or waste time figuring out what to do next.

Review and test prep is faster than ever—the Learning Objectives: Check Your Progress feature has been redeveloped as quick-to-read bulleted lists that students can scan and memorize easily.

Chapter Review and Activities

MyLab Business Communication
Go to **www.pearson.com/mylab/business-communication** to complete the problems marked with this icon ⭐

Learning Objectives:
Check Your Progress

Objective 1: Identify the major digital channels used for brief business messages, and describe the nine compositional modes needed for digital media.
Primary digital media for short business messages include:
- Social networks
- Information- and content-sharing websites
- Email
- Messaging
- Blogging and microblogging
- Podcasting

The nine compositional modes are:
- Conversations

Objective 3: Explain how companies and business professionals can use content-sharing websites.
- User-generated content sites such as YouTube let companies host media items that customers and other stakeholders contribute.
- Content curation sites let professionals and consumers with expertise or interest in a particular field to collect and republish material on a particular topic.
- Community Q&A sites give individuals the opportunity to build their personal brands by providing expertise, and they give companies the chance to address customer complaints and correct misinformation.

Objective 4: Describe the evolving role of email in business communication, and explain how to adapt the three-step writing process to email messages.
- As the earliest widely available digital channel, email was applied to a broad range of communication tasks—some it was well suited for and some it wasn't.
- Over time, newer media such as messaging and social networks have been taking over some of these tasks.
- Email remains a vital medium that is optimum for many private, short to medium-length messages.

The unique and free *Real-Time Updates—Learn More* feature connects students with dozens of carefully selected online media items that complement the text's coverage with additional examples and valuable insights. Media items range from interactive websites and online videos to infographics, presentations, and podcasts.

In addition, students can explore thousands of curated media items in the Real-Time Updates system and subscribe to weekly updates.

REAL-TIME UPDATES
LEARN MORE BY VISITING THIS WEBSITE
Guidelines for trouble-free blogging

REAL-TIME UPDATES
LEARN MORE BY VIEWING THIS INFOGRAPHIC
Social shaming in today's business landscape

REAL-TIME UPDATES
LEARN MORE BY VISITING THIS WEBSITE
LinkedIn's advice for college students

REAL-TIME UPDATES
LEARN MORE BY VISITING THIS WEBSITE
Find the keywords that will light up

REAL-TIME UPDATES
LEARN MORE BY WATCHING THESE VIDEOS
Five TED talks that will help you prepare for interviews

MIT career advisor Lily Zhang handpicked these talks for the insights they can give all job hunters. Go to **real-timeupdates .com/bce8** and select Learn More in the Students section.

No other textbook comes close to offering the resources that Bovée and Thill provide free to students and instructors:

- Sponsored instructor communities on LinkedIn and Facebook with nearly two thousand members
- Tips and techniques in *Bovée and Thill's Business Communication Blog* and Twitter feed
- The Bovée & Thill channel on YouTube
- *Business Communication Headline News*
- Videos and PowerPoint presentations on SlideShare
- Hundreds of infographics, videos, articles, podcasts, and PowerPoints on the Business Communication Pictorial Gallery on Pinterest
- The Ultimate Guide to Resources for Teaching Business Communication
- Curated magazines for business communication on Scoop.it

Links to all these services and resources can be found at **blog.businesscommunicationnetwork.com/resources**.

Expand your classroom resources with both curated content and original videos and presentations.

Bovée and Thill's Business Communication Blog offers original insights and teaching tips to enhance your lectures.

MYLAB BUSINESS COMMUNICATION

Reach every student with MyLab

MyLab is the teaching and learning platform that empowers you to reach *every* student. By combining trusted author content with digital tools and a flexible platform, MyLab personalizes the learning experience and improves results for each student. Learn more at MyLab Business Communication.

Deliver trusted content

You deserve teaching materials that meet your own high standards for your course. That's why we partner with highly respected authors to develop interactive content and course-specific resources that you can trust — and that keep your students engaged.

MyLab Business Communication offers a variety of grammar exercises, flashcards, and audio lessons to test your learning and skills and get instant feedback.

Empower each learner

Each student learns at a different pace. Personalized learning pinpoints the precise areas where each student needs practice, giving all students the support they need — when and where they need it — to be successful.

Teach your course your way

Your course is unique. So whether you'd like to build your own assignments, teach multiple sections, or set prerequisites, MyLab gives you the flexibility to easily create *your* course to fit *your* needs.

Improve student results

When you teach with MyLab, student performance improves. That's why instructors have chosen MyLab for over 15 years, touching the lives of over 50 million students. Learn more.

Developing Employability Skills

In addition to helping students develop a full range of communication skills, *Business Communication Essentials* will enhance a wide range of other skills that experts say are vital for success in the 21st-century workplace:

- **Critical thinking.** In many assignments and activities, students need to define and solve problems and make decisions or form judgments.
- **Collaboration.** Team-skills assignments provide multiple opportunities to work with classmates on reports, presentations, and other projects.
- **Knowledge application and analysis.** From the basic communication process to strategies for specific message types, students will learn a variety of concepts and apply that knowledge to a wide range of challenges.
- **Business ethics and social responsibility.** Ethical choices are stressed from the beginning of the book, and multiple projects encourage students to be mindful of the ethical implications that they could encounter in similar projects on the job.
- **Information technology skills.** Projects and activities in every chapter help students build skills with technology, including document preparation tools, online communication services, presentation software, and messaging systems.
- **Data literacy.** Report projects in particular present opportunities to fine-tune data literacy skills, including the ability to access, assess, interpret, manipulate, summarize, and communicate data.

Hundreds of realistic exercises, activities, and cases offer an array of opportunities for students to practice vital skills and put newfound knowledge to immediate use.

These resources are logically sorted by learning category, from conceptual recall to situational analysis to skill development.

To help instructors zero in on specific learning needs, activities are tagged in multiple ways, from media usage to team skills.

Test Your Knowledge

To review chapter content related to each question, refer to the indicated Learning Objective.

6-1. Communicating successfully in digital media requires

Apply Your Knowledge

To review chapter content related to each question, refer to the indicated Learning Objective.

6-6. What are three innovative ways you could optimize your

Practice Your Skills

Exercises for Perfecting Your Writing

To review chapter content related to each set of exercises, refer to the indicated Learning Objective.

6-13.

Expand Your Skills

Critique the Professionals

Locate the YouTube channel page of any company you find interesting and assess its social networking presence using the criteria for effective communication discussed in this chapter and your own experience using social media. What does this company do ... might it improve? Using ... sts, write a brief analysis ... more than one page), cit- ... support from the chapter.

EMAIL SKILLS/**TEAM** SKILLS/**PORTFOLIO** BUILDER

7-34. Message Strategies: Routine Responses [LO-4]
Throughout your studies, whenever there have been team exercises to complete, you have worked with three colleagues regularly an...
Your t...
each w...

Your t...
include...

BLOGGING SKILLS/**PORTFOLIO** BUILDER

7-42. Message Strategies: Good-News Messages [LO-4]
Most people have heard of the Emmy, Grammy, Oscar, and Tony awards for television, music, movies, and theater performances, but fewe...
by the Ir...

PROPOSAL-WRITING SKILLS/**PORTFOLIO** BUILDER

11-27. Message Strategies: Proposals [LO-1], [LO-4]
Presentations can make—or break—careers and companies. A good presentation can bring in millions of dollars in new sales or fresh ...
number ...
upsettin...
busines...
present ...
essentia...

CAREER SKILLS/**SOCIAL NETWORKING** SKILLS

13-24. Message Strategies: Building a LinkedIn Profile [LO-4]
Many people now use LinkedIn to promote personal skills and abilities as an online résumé. It is also a popular way for employers to search for potential recruits.

Your task: Research a job role that is a very realistic option for ... ed specifically to match ... rrent advertisement for

Improve Your Grammar, Mechanics, and Usage

You can download the text of this assignment from **real-timeupdates.com/bce8**; select Student Assignments and then select Chapter 3, Improve Your Grammar, Mechanics, and Usage.

Level 1: Self-Assessment—Verbs

Review Section 1.3 in the Handbook of Grammar, Mechanics, and Usage. Answers to these exercises appear on page 524.

senten...
3-53.

Level 2: Workplace Applications

The following items may contain errors in grammar, capitalization, punctuation, abbreviation, number style, word division,

Level 3: Document Critique

The following document may contain errors in grammar, capitalization, punctuation, abbreviation, number style, word division, and vocabulary. As your instructor indicates, photocopy this page and correct all errors using standard proofreading marks (see Appendix C), or download the document and make the corrections in your word-processing software.

Table of Contents Overview

Instructor Teaching Resources

This program comes with the following teaching resources.

Supplements available to instructors at www.pearsonglobaleditions.com	Features of the Supplement

Instructor's Manual	• Chapter summary
	• Chapter outline
	• Teaching notes
	• Overcoming difficulties students often face
	• Suggested classroom exercises
	• Test Your Knowledge answers
	• Apply Your Knowledge answers
	• Practice Your Skills answers
	• Expand Your Skills answers
	• Case solutions (short message cases) and solution guidelines (report and proposal cases)
	• Improve your Grammar, Mechanics, and Usage answers and solutions:
	  Level 1: Self-Assessment
	  Level 2: Workplace Applications
	  Level 3: Document Critique

Test Bank	• More than 1,700 multiple-choice, true/false, and essay questions • Answer explanations • Keyed by learning objective • Classified according to difficulty level • Classified according to learning modality: conceptual, application, critical thinking, or synthesis • Learning outcomes identified • AACSB learning standard identified (Ethical Understanding and Reasoning; Analytical Thinking Skills; Information Technology; Diverse and Multicultural Work; Reflective Thinking; Application of Knowledge)
Computerized TestGen	TestGen allows instructors to • customize, save, and generate classroom tests. • edit, add, or delete questions from the Test Item Files. • analyze test results. • organize a database of tests and student results.
PowerPoints	Slides include all the graphs, tables, and equations in the textbook PowerPoints meet accessibility standards for students with disabilities. Features include: • Keyboard and screen reader access • Alternative text for images • High contrast between background and foreground colors

Acknowledgments

The Eighth Edition of *Business Communication Essentials* reflects the professional experience of a large team of contributors and advisors. We express our thanks to the many individuals whose valuable suggestions and constructive comments influenced the success of this book.

REVIEWERS OF PREVIOUS EDITIONS

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BUILDING A CAREER WITH YOUR COMMUNICATION SKILLS

Using This Course to Help Launch Your Career

This course will help you develop vital communication skills that you'll use throughout your career—and those skills can help you launch an interesting and rewarding career, too. This brief prologue sets the stage by helping you understand today's dynamic workplace, the steps you can take to adapt to the job market, and the importance of creating an employment portfolio and building your personal brand. Take a few minutes to read it while you think about the career you hope to create for yourself.

GETTING READY TO TAKE CHARGE OF YOUR CAREER

Today's job market offers an exciting range of possibilities, from multinational corporations to small companies to entrepreneurial startups. Or, like many professionals, you might take the leap and invent your own job as an independent contractor.

No matter which path you choose, keep two important points in mind. First, don't wait for your career to just happen: Take charge of your career and stay in charge of it. Explore all your options and have a plan, but be prepared to change course as opportunities and threats appear on the horizon. Second, don't count on employers to take care of you. The era of lifetime employment, in which an employee committed to one company for life with the understanding it would return the loyalty, is long gone. From finding opportunities to developing the skills you need in order to succeed, it's up to you to manage your career and look out for your own best interests.

Are you comfortable working on your own? Independent workers have become an important part of the global workforce.

How Employers View Today's Job Market

From an employer's perspective, the employment process is always a question of balance. Maintaining a stable workforce can improve practically every aspect of business performance, yet many employers want the flexibility to shrink and expand payrolls as business conditions change. Employers obviously want to attract the best talent, but the best talent is more expensive and more vulnerable to offers from competitors, so there are always financial trade-offs to consider.

Employers also struggle with the ups and downs of the economy. When unemployment is low, the balance of power shifts to employees, and employers have to compete in order to attract and keep top talent. When unemployment is high, the power shifts back to employers, who can afford to be more selective and less accommodating. In other words, pay attention to the economy; at times you can be more aggressive in your demands, but at other times you need to be more accommodating.

Companies view employment as a complex business decision with lots of variables to consider. To make the most of your potential, regardless of the career path you pursue, you need to view employment in the same way.

What Employers Look for in Job Applicants

Given the complex forces in the contemporary workplace and the unrelenting pressure of global competition, what are employers looking for in the candidates they hire? The short answer: a lot. Like all "buyers," companies want to get as much as they can for the money they spend. The closer you can present yourself as the ideal candidate, the better your chances of getting a crack at the most exciting opportunities.

Specific expectations vary by profession and position, of course, but virtually all employers look for the following general skills and attributes:[1]

- **Communication skills.** The reason this item is listed first isn't that you're reading a business communication textbook. Communication is listed first because it is far and away the most commonly mentioned skill set when employers are asked about what they look for in employees. Improving your communication skills will help in every aspect of your professional life.
- **Interpersonal and team skills.** You will have many individual responsibilities on the job, but chances are you won't work alone very often. Learn to work with others and help them succeed as you succeed.
- **Intercultural and international awareness and sensitivity.** Successful employers tend to be responsive to diverse workforces, markets, and communities, and they look for employees with the same outlook.

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Communication skills will benefit your career, no matter what path or profession you pursue.

- **Data collection, analysis, and decision-making skills.** Employers want people who know how to identify information needs, find the necessary data, convert the data into useful knowledge, and make sound decisions.
- **Digital, social, and mobile media skills.** Today's workers need to know how to use common office software and to communicate using a wide range of digital media and systems.
- **Time and resource management.** If you've had to juggle multiple priorities during college, consider that great training for the business world. Your ability to plan projects and manage the time and resources available to you will make a big difference on the job.
- **Flexibility and adaptability.** Stuff happens, as they say. Employees who can roll with the punches and adapt to changing business priorities and circumstances will go further (and be happier) than employees who resist change.
- **Professionalism.** Professionalism is the quality of performing at the highest possible level and conducting oneself with confidence, purpose, and pride. True professionals strive to excel, continue to hone their skills and build their knowledge, are dependable and accountable, demonstrate a sense of business etiquette, make ethical decisions, show loyalty and commitment, don't give up when things get tough, and maintain a positive outlook.

Adapting to Today's Job Market

Adapting to the workplace is a lifelo\ng process of seeking the best fit between what you want to do and what employers (or clients, if you work independently) are willing to pay you to do. It's important to think about what you want to do during the many thousands of hours you will spend working, what you have to offer, and how to make yourself more attractive to employers.

WHAT DO YOU WANT TO DO?

Economic necessities and the vagaries of the marketplace will influence much of what happens in your career, of course, and you may not always have the opportunity to do the kind of work you would really like to do. Even if you can't get the job you want right now, though, start your job search by examining your values and interests. Doing so will give you a better idea of where you want to be eventually, and you can use those insights to learn and grow your way toward that ideal situation. Consider these questions:

- **What would you like to do every day?** Research occupations that interest you. Find out what people really do every day. Ask friends, relatives, alumni from your school, and contacts in your social networks. Read interviews with people in various professions to get a sense of what their careers are like.
- **How would you like to work?** Consider how much independence you want on the job, how much variety you like, and whether you prefer to work with products, technology, people, ideas, numbers, or some combination thereof.
- **How do your financial goals fit with your other priorities?** For instance, many high-paying jobs involve a lot of stress, sacrifices of time with family and friends, and frequent travel or relocation. If location, lifestyle, intriguing work, or other factors are more important to you, you may well have to sacrifice some level of pay to achieve them.
- **Have you established some general career goals?** For example, do you want to pursue a career specialty such as finance or manufacturing, or do you want to gain experience in multiple areas with an eye toward upper management?
- **What sort of corporate culture are you most comfortable with?** Would you be happy in a formal hierarchy with clear reporting relationships? Or do you prefer less structure? Teamwork or individualism? Do you like a competitive environment?