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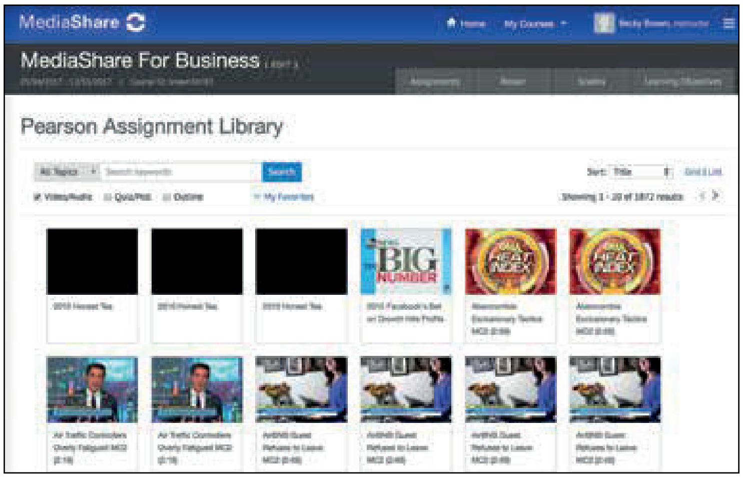

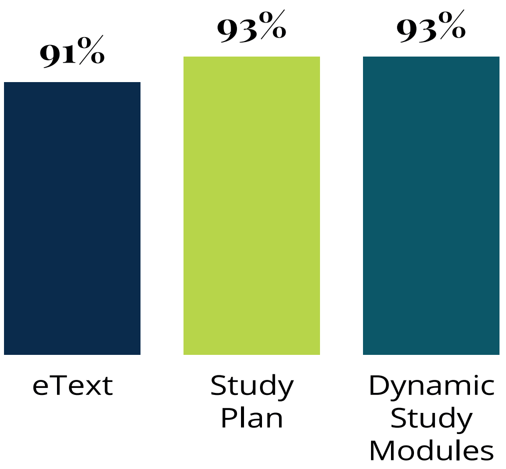

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Business Communication Essentials

Fundamental Skills for the Mobile-Digital-Social Workplace

Courtland L. Bovée

PROFESSOR OF BUSINESS COMMUNICATION
C. ALLEN PAUL DISTINGUISHED CHAIR
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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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Preface

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.

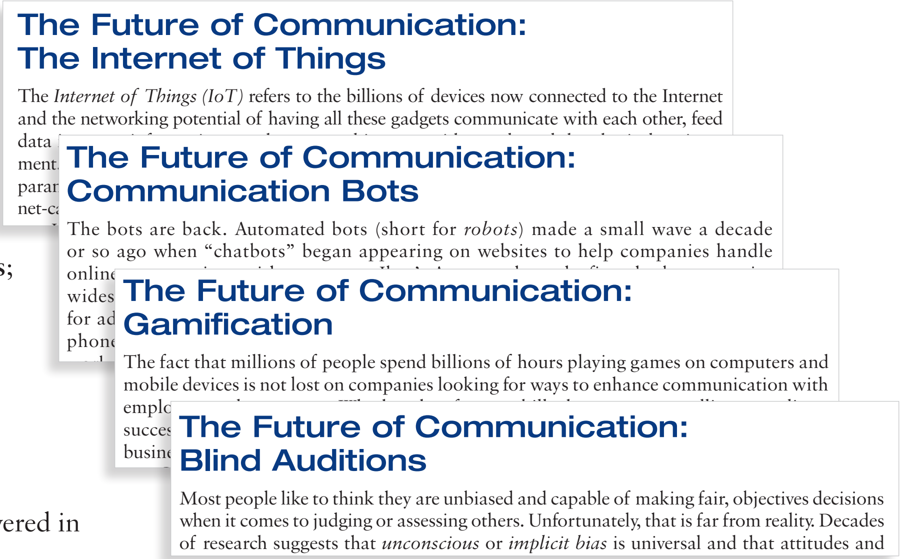
Nearly 70 new or substantially revised figures; the Eighth Edition has 66 annotated model documents, 27 examples of mobile communication in business communication, and 25 examples of social media.

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

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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

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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

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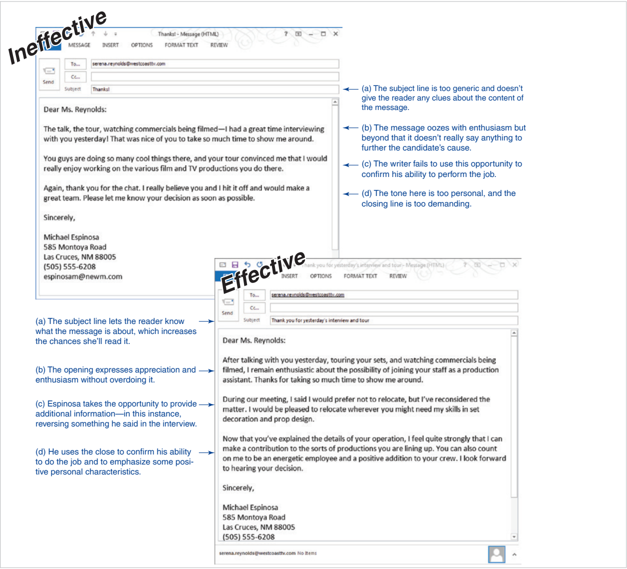
The Future of Communication: Blind Auditions

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



To: serena.reynolds@westcoasttv.com

Subject: Thanks!

Dear Ms. Reynolds:

The talk, the tour, watching commercials being filmed—I had a great time interviewing with you yesterday! That was nice of you to take so much time to show me around.

You guys are doing so many cool things there, and your tour convinced me that I would really enjoy working on the various film and TV productions you do there.

Again, thank you for the chat. I really believe you and I hit it off and would make a great team. Please let me know your decision as soon as possible.

Sincerely,

Michael Espinosa
585 Montoya Road
Las Cruces, NM 88005
(505) 555-6208
espinosam@newm.com

(a) The subject line is too generic and doesn't give the reader any clues about the content of the message.

(b) The message oozes with enthusiasm but beyond that it doesn't really say anything to further the candidate's cause.

(c) The writer fails to use this opportunity to confirm his ability to perform the job.

(d) The tone here is too personal, and the closing line is too demanding.

To: serena.reynolds@westcoasttv.com

Subject: Thank you for yesterday's interview and tour

Dear Ms. Reynolds:

After talking with you yesterday, touring your sets, and watching commercials being filmed, I remain enthusiastic about the possibility of joining your staff as a production assistant. Thanks for taking so much time to show me around.

During our meeting, I said I would prefer not to relocate, but I've reconsidered the matter. I would be pleased to relocate wherever you might need my skills in set decoration and prop design.

Now that you've explained the details of your operation, I feel quite strongly that I can make a contribution to the sorts of productions you are lining up. You can also count on me to be an energetic employee and a positive addition to your crew. I look forward to hearing your decision.

Sincerely,

Michael Espinosa
585 Montoya Road
Las Cruces, NM 88005
(505) 555-6208

serena.reynolds@westcoasttv.com

(a) The subject line lets the reader know what the message is about, which increases the chances she'll read it.

(b) The opening expresses appreciation and enthusiasm without overdoing it.

(c) Espinosa takes the opportunity to provide additional information—in this instance, reversing something he said in the interview.

(d) He uses the close to confirm his ability to do the job and to emphasize some positive personal characteristics.

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 . . .

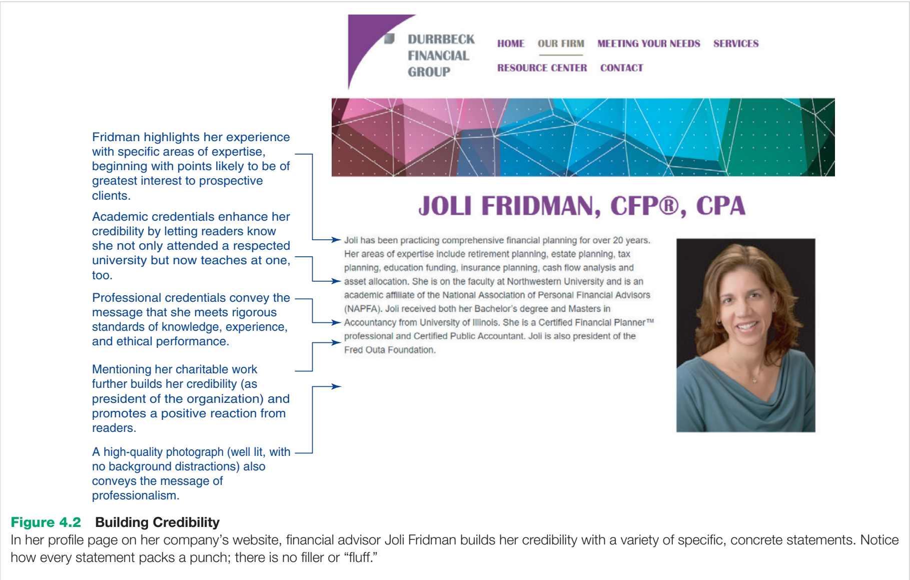
"There's nothing better than a new and enthusiastic team that, on a shoestring budget, tries to do something that's never been done before."[1]
—Tricia Naddaff, president, Management Research Group

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.

Courtesy of Tricia Naddaff, President of Management Research Group

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

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



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.

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.

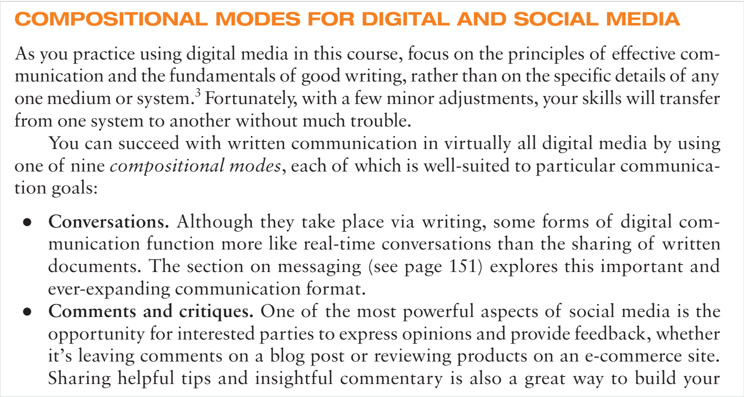
Professional credentials convey the message that she meets rigorous standards of knowledge, experience, and ethical performance.

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.

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 151) 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.

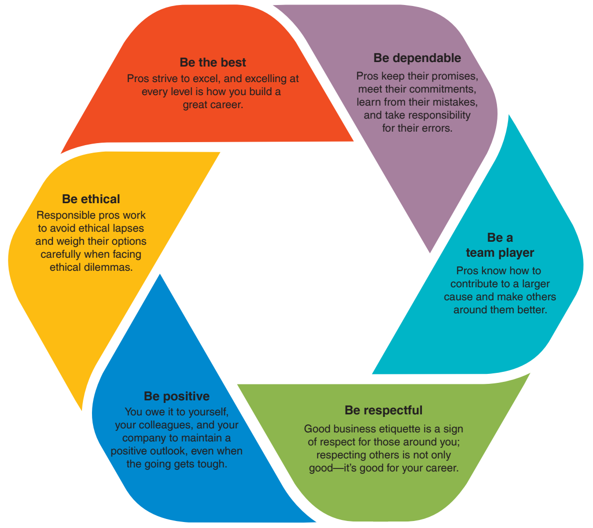

Be the best
Pros strive to excel, and excelling at every level is how you build a great career.
Be dependable
Pros keep their promises, meet their commitments, learn from their mistakes, and take responsibility for their errors.
Be a team player
Pros know how to contribute to a larger cause and make others around them better.
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.
Be positive
You owe it to yourself, your colleagues, and your company to maintain a positive outlook, even when the going gets tough.
Be ethical
Responsible pros work to avoid ethical lapses and weigh their options carefully when facing ethical dilemmas.

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

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.

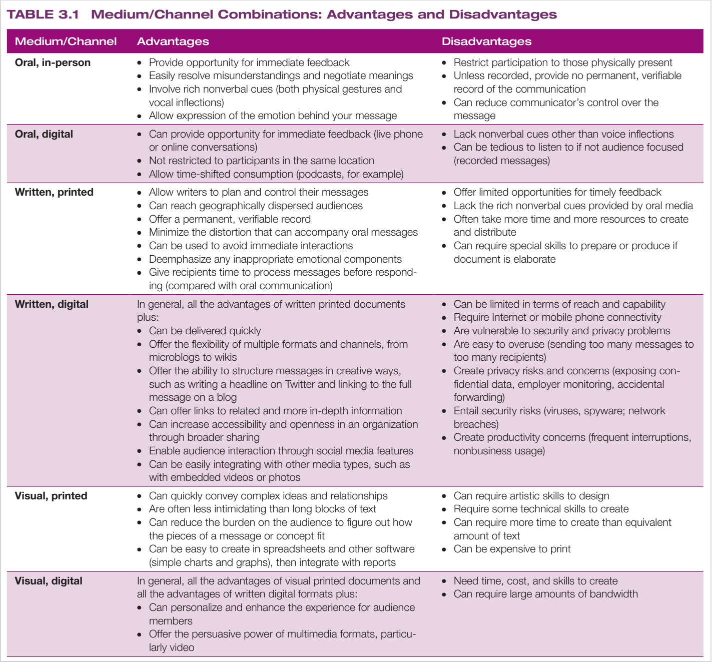


TABLE 3.1 Medium/Channel Combinations: Advantages and Disadvantages

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

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 146–147 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,

BUSINESS COMMUNICATORS INNOVATING WITH SOCIAL MEDIA

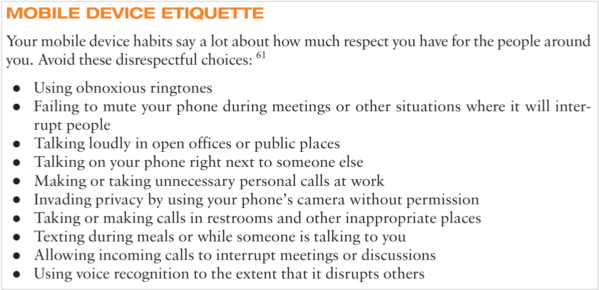
Companies in virtually every industry use social media and continue to experiment with new ways to connect with customers and other stakeholders. From offering helpful tips on using products to helping customers meet each other, these companies show the enormous range of possibilities that new media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



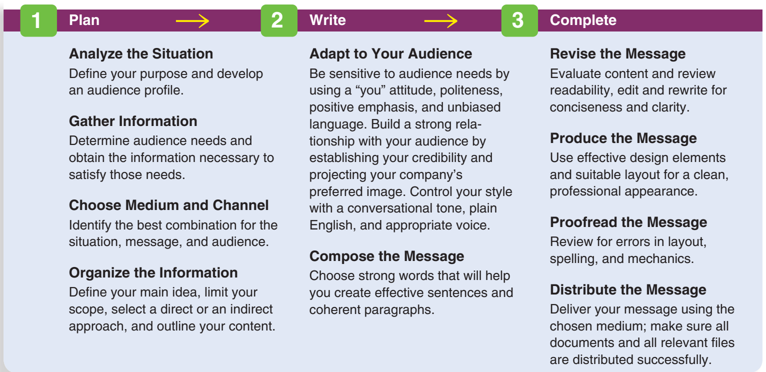
MOBILE DEVICE ETIQUETTE

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.

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 →

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.

2 Write →

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.

3 Complete

Revise the Message
Evaluate content and review readability, edit and rewrite for conciseness and clarity.

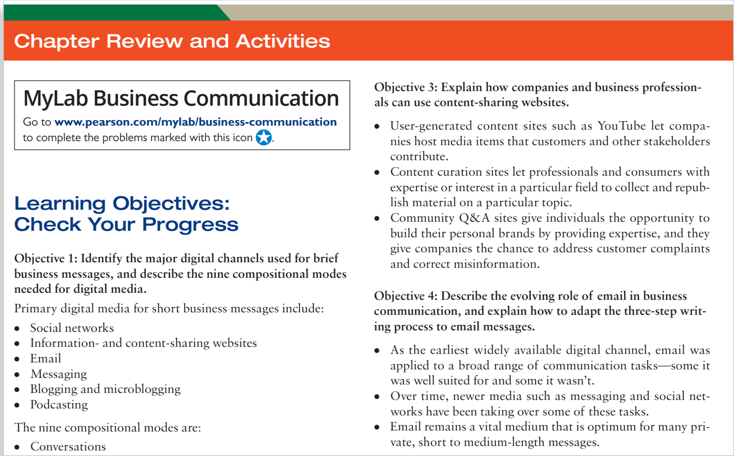
Produce the Message
Use effective design elements and suitable layout for a clean, professional appearance.

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:

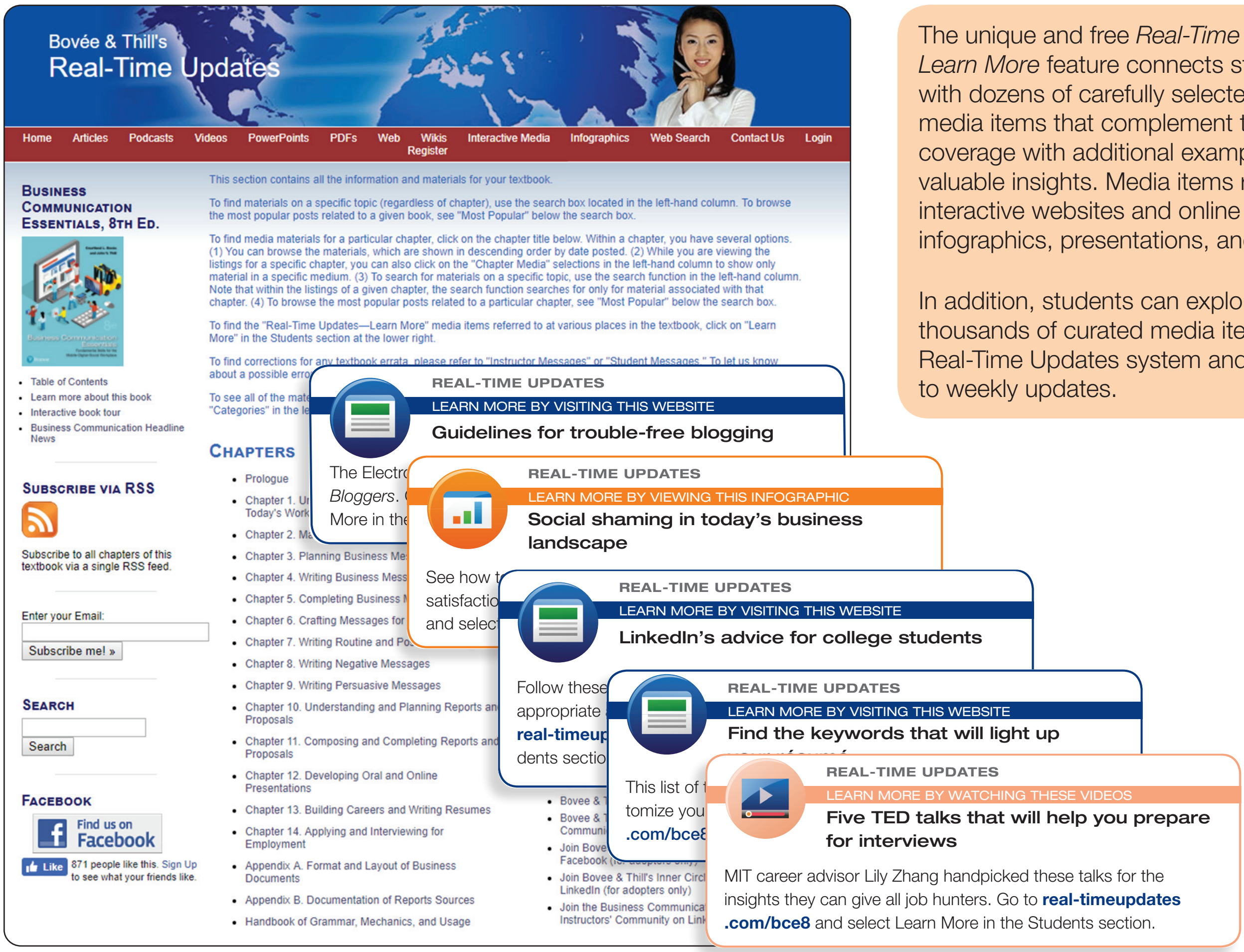
- Conversations

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.



BUSINESS COMMUNICATION ESSENTIALS, 8TH ED.

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- Chapter 7. Writing Routine and Po
- Chapter 8. Writing Negative Messages
- Chapter 9. Writing Persuasive Messages
- Chapter 10. Understanding and Planning Reports and Proposals
- Chapter 11. Composing and Completing Reports and Proposals
- Chapter 12. Developing Oral and Online Presentations
- Chapter 13. Building Careers and Writing Resumes
- Chapter 14. Applying and Interviewing for Employment
- Appendix A. Format and Layout of Business Documents
- Appendix B. Documentation of Reports Sources
- Handbook of Grammar, Mechanics, and Usage

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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.

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.

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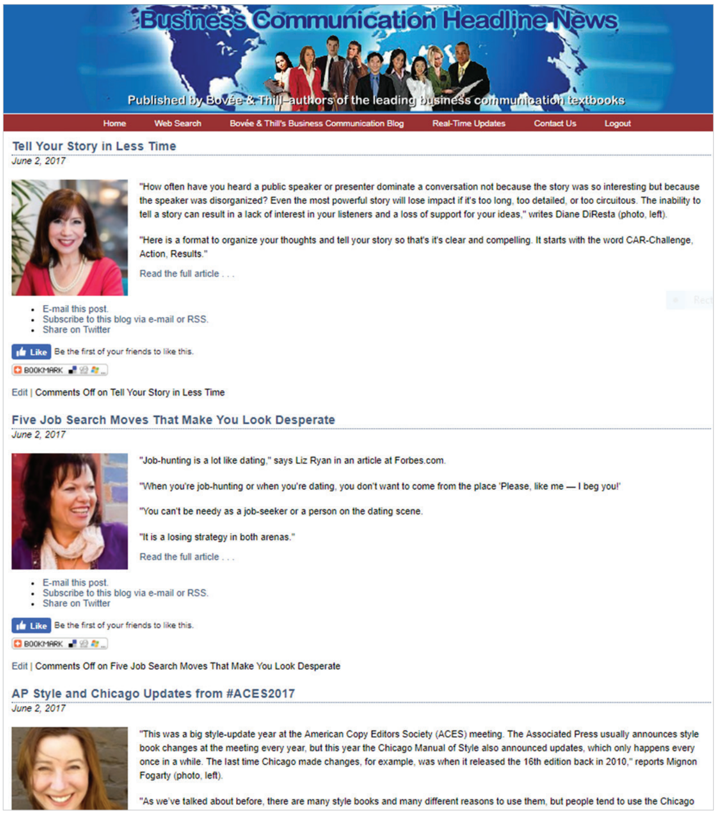

Business Communication Headline News

Published by Bovée & Thill—authors of the leading business communication textbooks

Tell Your Story in Less Time

June 2, 2017

"How often have you heard a public speaker or presenter dominate a conversation not because the story was so interesting but because the speaker was disorganized? Even the most powerful story will lose impact if it's too long, too detailed, or too circuitous. The inability to tell a story can result in a lack of interest in your listeners and a loss of support for your ideas," writes Diane DiResta (photo, left).

"Here is a format to organize your thoughts and tell your story so that's it's clear and compelling. It starts with the word CAR-Challenge, Action, Results."

Read the full article . . .

- E-mail this post.
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Be the first of your friends to like this.

Edit | Comments Off on Tell Your Story in Less Time

Five Job Search Moves That Make You Look Desperate

June 2, 2017

"Job-hunting is a lot like dating," says Liz Ryan in an article at Forbes.com.

"When you're job-hunting or when you're dating, you don't want to come from the place 'Please, like me — I beg you!'

"You can't be needy as a job-seeker or a person on the dating scene.

"It is a losing strategy in both arenas."

Read the full article . . .

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Be the first of your friends to like this.

Edit | Comments Off on Five Job Search Moves That Make You Look Desperate

AP Style and Chicago Updates from #ACES2017

June 2, 2017

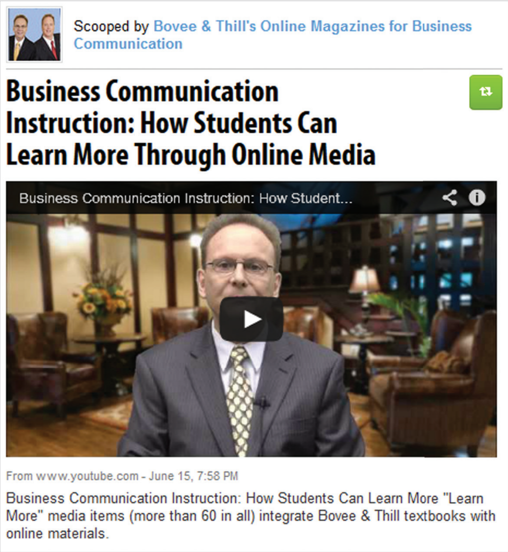
"This was a big style-update year at the American Copy Editors Society (ACES) meeting. The Associated Press usually announces style book changes at the meeting every year, but this year the Chicago Manual of Style also announced updates, which only happens every once in a while. The last time Chicago made changes, for example, was when it released the 16th edition back in 2010," reports Mignon Fogarty (photo, left).

"As we've talked about before, there are many style books and many different reasons to use them, but people tend to use the Chicago

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**.



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

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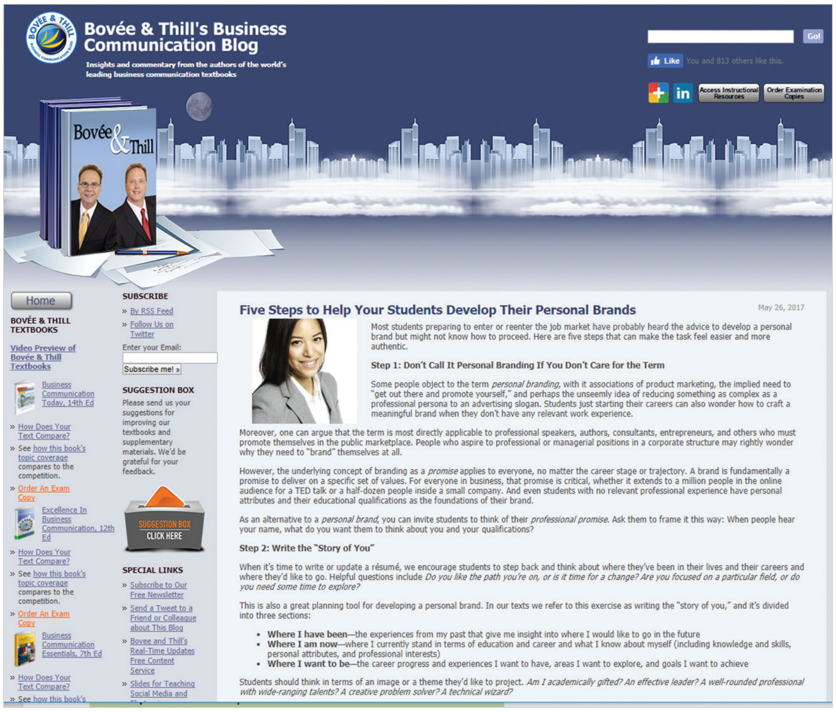

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Five Steps to Help Your Students Develop Their Personal Brands

May 26, 2017

Most students preparing to enter or reenter the job market have probably heard the advice to develop a personal brand but might not know how to proceed. Here are five steps that can make the task feel easier and more authentic.

Step 1: Don't Call It Personal Branding If You Don't Care for the Term

Some people object to the term *personal branding*, with it associations of product marketing, the implied need to "get out there and promote yourself," and perhaps the unseemly idea of reducing something as complex as a professional persona to an advertising slogan. Students just starting their careers can also wonder how to craft a meaningful brand when they don't have any relevant work experience.

Moreover, one can argue that the term is most directly applicable to professional speakers, authors, consultants, entrepreneurs, and others who must promote themselves in the public marketplace. People who aspire to professional or managerial positions in a corporate structure may rightly wonder why they need to "brand" themselves at all.

However, the underlying concept of branding as a *promise* applies to everyone, no matter the career stage or trajectory. A brand is fundamentally a promise to deliver on a specific set of values. For everyone in business, that promise is critical, whether it extends to a million people in the online audience for a TED talk or a half-dozen people inside a small company. And even students with no relevant professional experience have personal attributes and their educational qualifications as the foundations of their brand.

As an alternative to a *personal brand*, you can invite students to think of their *professional promise*. Ask them to frame it this way: When people hear your name, what do you want them to think about you and your qualifications?

Step 2: Write the "Story of You"

When it's time to write or update a résumé, we encourage students to step back and think about where they've been in their lives and their careers and where they'd like to go. Helpful questions include *Do you like the path you're on, or is it time for a change? Are you focused on a particular field, or do you need some time to explore?*

This is also a great planning tool for developing a personal brand. In our texts we refer to this exercise as writing the "story of you," and it's divided into three sections:

- **Where I have been**—the experiences from my past that give me insight into where I would like to go in the future
- **Where I am now**—where I currently stand in terms of education and career and what I know about myself (including knowledge and skills, personal attributes, and professional interests)
- **Where I want to be**—the career progress and experiences I want to have, areas I want to explore, and goals I want to achieve

Students should think in terms of an image or a theme they'd like to project. *Am I academically gifted? An effective leader? A well-rounded professional with wide-ranging talents? A creative problem solver? A technical wizard?*

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Developing Employability Skills

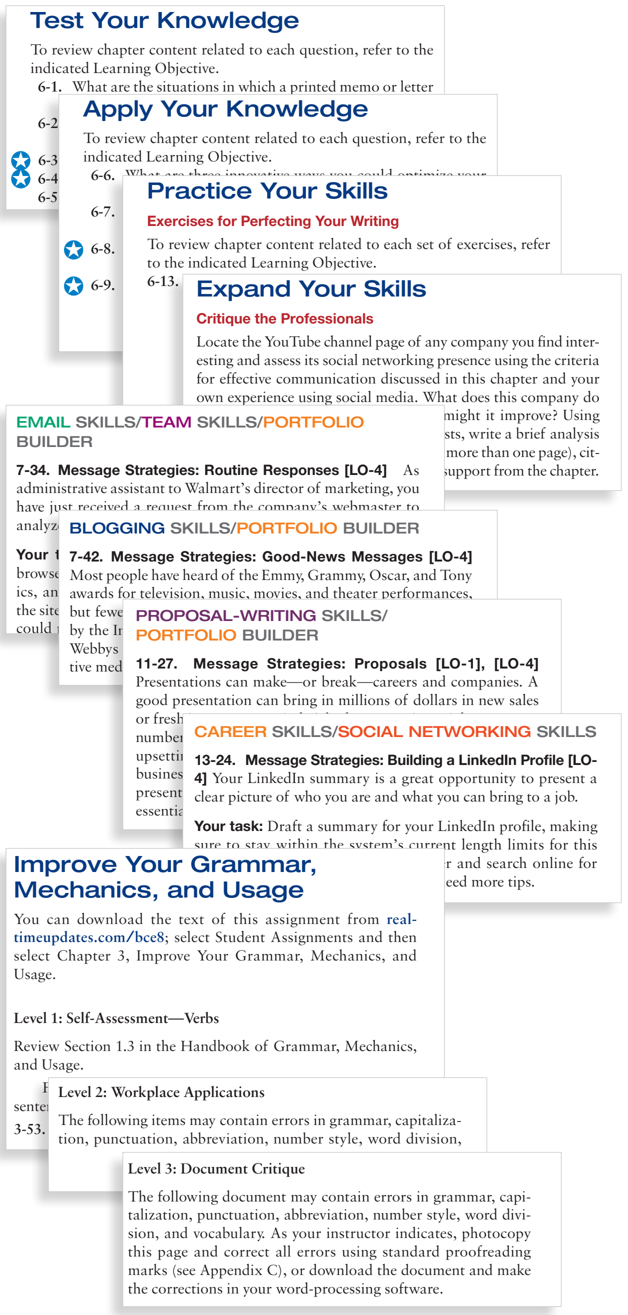
In addition to helping students develop a full range of communication skills, *Business Communication Essentials* will enhance a wide range of other skills that experts say are vital for success in the 21st-century workplace:

- **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. What are the situations in which a printed memo or letter

Apply Your Knowledge

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

Practice Your Skills

Exercises for Perfecting Your Writing

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

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

EMAIL SKILLS/TEAM SKILLS/PORTFOLIO BUILDER

7-34. Message Strategies: Routine Responses [LO-4] As administrative assistant to Walmart's director of marketing, you

BLOGGING SKILLS/PORTFOLIO BUILDER

7-42. Message Strategies: Good-News Messages [LO-4] Most people have heard of the Emmy, Grammy, Oscar, and Tony

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

CAREER SKILLS/SOCIAL NETWORKING SKILLS

13-24. Message Strategies: Building a LinkedIn Profile [LO-4] Your LinkedIn summary is a great opportunity to present a clear picture of who you are and what you can bring to a job.

Your task: Draft a summary for your LinkedIn profile, making

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.

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

Prologue	**Building a Career with Your Communication Skills**	Learn how this course will help you launch an interesting and rewarding career
Part 1	**Business Communication Foundations**	
	1: Professional Communication in Today's Digital, Social, Mobile World	See what it means to communicate as a professional and learn essential concepts of ethics and diversity
	2: Collaboration, Interpersonal Communication, and Business Etiquette	Learn how to work successfully in teams, collaborate on projects, and improve listening and etiquette
Part 2	**The Three-Step Writing Process**	
	3: Planning Business Messages	Discover a simple process that helps you write more effectively while spending less time and energy
	4: Writing Business Messages	Learn how to build credibility and achieve a conversational tone in your business writing
	5: Completing Business Messages	Make your writing more compelling with careful revision and produce attractive messages in any medium
Part 3	**Brief Business Messages**	
	6: Crafting Messages for Digital Channels	Adapt what you already know about digital and social media to the challenges of professional communication
	7: Writing Routine and Positive Messages	Maintain productive working relationships by writing routine messages quickly and easily
	8: Writing Negative Messages	Learn the secrets of sharing negative information in a thoughtful way
	9: Writing Persuasive Messages	Explore the techniques to make internal messages as well as marketing and sales messages more persuasive
Part 4	**Longer Business Messages**	
	10: Understanding and Planning Reports and Proposals	Simplify the process of writing informational and analytical reports and business proposals
	11: Writing and Completing Reports and Proposals	Create compelling visuals and put the finishing touches on formal reports and proposals
	12: Developing and Delivering Business Presentations	Develop engaging presentations and conquer the anxieties that every speaker feels
Part 5	**Employment Messages and Job Interviews**	
	13: Building Careers and Writing Résumés	Succeed with two of the most important documents you'll ever write—application letters and your résumé
	14: Applying and Interviewing for Employment	Make sure your talent and value shine through as you progress through the job-search process

Instructor Teaching Resources

This program comes with the following teaching resources.

Supplements available to instructors at www.pearsonhighered.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

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Courtland L. Bovée
John V. Thill

Prologue

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.

Peter Bernik/Shutterstock

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?

You might need some time in the workforce to figure out what you really want to do or to work your way into the job you really want, but it's never too early to start thinking about where you want to be. Filling out the assessment in Table 1 might help you get a clearer picture of the nature of work you would like to pursue in your career.

WHAT DO YOU HAVE TO OFFER?

Knowing what you want to do is one thing. Knowing what a company is willing to pay you to do is another thing entirely. You may already have a good idea of what you can offer employers. If not, some brainstorming can help you identify your skills, interests, and characteristics. Start by jotting down achievements you're proud of and experiences that were satisfying, and think carefully about what specific skills these achievements demanded of you. For example, leadership skills, speaking ability, and artistic talent may have helped you coordinate a successful class project. As you analyze your achievements, you may begin to recognize a pattern of skills. Which of them might be valuable to potential employers?

Next, consider your educational preparation, work experience, and extracurricular activities. What do your knowledge and experience qualify you to do? What have you learned from volunteer work or class projects that could benefit you on the job? Have you held any offices, won any awards or scholarships, mastered a second language? What skills have you developed in nonbusiness situations that could transfer to a business position?

Take stock of your personal characteristics. Are you aggressive, a born leader? Or would you rather follow? Are you outgoing, articulate, great with people? Or do you prefer working alone? Make a list of what you believe are your four or five most important qualities. Ask a relative or friend to rate your traits as well.

If you're having difficulty figuring out your interests, characteristics, or capabilities, consult your college career center. Many campuses administer a variety of tests that can help you identify interests, aptitudes, and personality traits. These tests won't reveal your "perfect" job, but they'll help you focus on the types of work best suited to your personality.

TABLE 1 Career Self-Assessment

Activity or Situation	Strongly Agree	Agree	Disagree	No Preference
1. I want to work independently.				
2. I want variety in my work.				
3. I want to work with people.				
4. I want to work with technology.				
5. I want physical work.				
6. I want mental work.				
7. I want to work for a large organization.				
8. I want to work for a nonprofit organization.				
9. I want to work for a small business.				
10. I want to work for a service business.				
11. I want to start or buy a business someday.				
12. I want regular, predictable work hours.				
13. I want to work in a city location.				
14. I want to work in a small town or suburb.				
15. I want to work in another country.				
16. I want to work outdoors.				
17. I want to work in a structured environment.				
18. I want to avoid risk as much as possible.				
19. I want to enjoy my work, even if that means making less money.				
20. I want to become a high-level corporate manager.				

HOW CAN YOU MAKE YOURSELF MORE VALUABLE?

While you're figuring out what you want from a job and what you can offer an employer, you can take positive steps toward building your career. First, search for job openings in the professions and companies in which you are interested and identify the skills and attributes those employers want. If you lack any key elements, look for opportunities to gain additional experience or training. Consider part-time jobs, temporary positions that let you build important skills to apply in your dream job, and volunteering opportunities. Search the project listings at freelancing sites such as Upwork (**www.upwork.com**) to see whether you can compete for any of the available projects. Also consider applying your talents to *crowdsourcing* projects, in which companies and nonprofit organizations invite the public to contribute solutions to various challenges.

These opportunities help you gain valuable experience and relevant contacts, provide you with important references and work samples for your employment portfolio, and help you establish your personal brand (see the following sections).

Second, learn more about the industry or industries in which you want to work and stay on top of new developments. Join networks of professional colleagues and friends who can help you keep up with trends and events. Many professional societies have student chapters or offer students discounted memberships. Take courses and pursue other educational or life experiences that would be difficult while working full time.

BUILDING AN EMPLOYMENT PORTFOLIO

Employers want proof that you have the skills to succeed on the job, but even if you don't have much relevant work experience, you can use your college classes to assemble that proof. Simply create and maintain an *employment portfolio*, which is a collection of projects that demonstrate your skills and knowledge. This can be a combination of print and digital materials. Your college might offer hosting for *e-portfolios*, which let you display your résumé, work samples, letters of recommendation, relevant videos or podcasts you have recorded, any blog posts or articles you have written, and other information about you and your skills. To see a selection of student e-portfolios from colleges around the United States, go to **real-timeupdates.com/bce8**, select Student Assignments, and locate the link to student e-portfolios.

Throughout this course, pay close attention to the assignments marked "Portfolio Builder" (they start in Chapter 6). These items will make particularly good samples of not only your communication skills but also your ability to understand and solve business-related challenges. By combining these projects with samples from your other courses, you can create a compelling portfolio when you're ready to start interviewing. Your portfolio is also a great resource for writing your résumé because it reminds you of all the great work you've done over the years. Moreover, you can continue to refine and expand your portfolio throughout your career; many professionals use e-portfolios to advertise their services.

As you assemble your portfolio, collect anything that shows your ability to perform, whether it's in school, on the job, or in other venues. However, you *must* check with employers before including any items that you created while you were an employee, and check with clients before including any *work products* (anything you wrote, designed, programmed, and so on) they purchased from you. Many business documents contain confidential information that companies don't want distributed to outside audiences.

For each item you add to your portfolio, write a brief description that helps other people understand the meaning and significance of the project. Include such items as these:

- **Background.** Why did you undertake this project? Was it a school project, a work assignment, or something you did on your own initiative?
- **Project objectives.** Explain the project's goals, if relevant.
- **Collaborators.** If you worked with others, be sure to mention that and discuss team dynamics if appropriate. For instance, if you led the team or worked with others long distance as a virtual team, point that out.

- **Constraints.** Sometimes the most impressive thing about a project is the time or budget constraints under which it was created. If such constraints apply to a project, consider mentioning them in a way that doesn't sound like an excuse for poor quality. If you had only one week to create a website, for example, you might say that "One of the intriguing challenges of this project was the deadline; I had only one week to design, compose, test, and publish this material."
- **Outcomes.** If the project's goals were measurable, what was the result? For example, if you wrote a letter soliciting donations for a charitable cause, how much money did you raise?
- **Learning experience.** If appropriate, describe what you learned during the course of the project.

Keep in mind that the portfolio itself is a communication project, so be sure to apply everything you'll learn in this course about effective communication and good design. Assume that potential employers will find your e-portfolio site (even if you don't tell them about it), so don't include anything that could come back to haunt you. Also, if you have anything embarrassing on Facebook, Twitter, or any other social networking site, remove it immediately.

To get started, first check with the career center at your college; many schools offer e-portfolio systems for their students. (Some schools now require e-portfolios, so you may already be building one.) You can also find plenty of advice online; search for "e-portfolio," "student portfolio," or "professional portfolio."

BUILDING YOUR PERSONAL BRAND

Products and companies have brands that represent collections of certain attributes, such as the safety emphasis of Volvo cars or the performance emphasis of BMW. Similarly, when people who know you think about you, they have a particular set of qualities in mind based on your professionalism, your priorities, and the various skills and attributes you have developed over the years. Perhaps without even being conscious of it, you have created a *personal brand* for yourself. If you're not comfortable with the notion of presenting yourself as a brand, think instead of your *professional promise*. When people hear your name, what do you want them to think about you and your professional attributes and qualifications?

You will have multiple opportunities to plan and refine your personal brand during this course. For example, Chapter 6 offers tips on business applications of social media, which are key to personal branding, and Chapters 13 and 14 guide you through the process of creating a résumé, building your network, and presenting yourself in interviews. To get you started, here are the basics of a successful personal branding strategy:

- **Figure out the "story of you."** Simply put, where have you been in life, and where are you going? Every good story has dramatic tension that pulls readers in and makes them wonder what will happen next. Where is your story going next? Chapter 13 offers more on this personal brand-building approach.
- **Clarify your professional theme.** Think in terms of a theme you would like to project. What do you want to be known as? Brilliant strategist? Hard-nosed, get-it-done tactician? Technical guru? Problem solver? Creative genius? Inspirational leader?
- **Create a headline.** Distill your professional promise down to a single headline, also known as a *tagline* or *elevator pitch*. The headline should be a statement of compelling value, not a generic job title. Instead of "I'm a social media specialist," you might say "I help small companies get the same reach on social media as giant corporations." If you don't yet have professional experience in your chosen field, express your headline in terms of educational qualifications: "With my degree in computer science and robotics, I am ready to help build the next generation of assistive technologies for people with motor, vision, and cognitive impairments."

- **Reach out and connect.** Major corporations spread the word about their brands with multimillion-dollar advertising campaigns. You can promote your brand at little or no cost. The secret is networking, which you'll learn more about in Chapter 13. You build your brand by connecting with like-minded people, sharing information, demonstrating skills and knowledge, and helping others succeed.
- **Deliver on your brand's promise—every time, all the time.** When you promote a brand, you make a promise—a promise that whoever buys that brand will get the benefits you are promoting. All of this planning and communication is of no value if you fail to deliver on the promises your branding efforts make. Conversely, when you deliver quality results time after time, your talents and professionalism will speak for you.

USING ALL THE JOB-SEARCH TOOLS AT YOUR DISPOSAL

As a final note, be sure to use all the job-search tools and resources available to you. For example, many companies now offer mobile apps that give you a feel for what it's like to work there and let you search for job openings. A variety of apps and websites can help you find jobs, practice interviewing, and build your professional network.

We wish you great success in this course and in your career!

Endnote

1. Courtland L. Bovèe and John V. Thill, *Business in Action*, 8th ed. (Upper Saddle River, N.J.: Pearson Education, 2017), 19–22; "The Human Factor: The Hard Time Employers Have Finding Soft Skills," Burning Glass Technologies, accessed 8 February 2017, burning-glass.com.