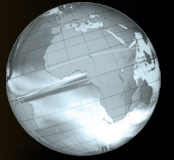


GLOBAL
EDITION



Excellence in Business Communication

FOURTEENTH EDITION

John V. Thill • Courtland L. Bovée



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EDITION

GLOBAL EDITION

Excellence in Business Communication

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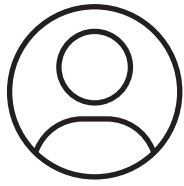
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Preface

New to This Edition

Now in its 14th edition, *Excellence in Business Communication* continues to set new standards for currency and innovation with another thorough revision and update. Here are the highlights of this new edition.

THE FACES AND VOICES OF CONTEMPORARY BUSINESS COMMUNICATION

The past few years have witnessed a long-overdue reckoning with bias in the workplace, and business communication is at the heart of this discussion. The 14th edition offers comprehensive coverage of communication's role in diversity, equity, and inclusion efforts. As a key part of this, Chapter 4 was completely overhauled to help students understand the many dimensions of diversity and the issues that affect today's workplaces. Please refer to the Chapter 4 entry in the table that follows for a complete list of the new topic coverage.

The text is also now aligned with major style guides in using the singular *they* to avoid exclusionary references to nonbinary persons. Updated coverage in Chapter 6 helps students understand this issue and offers advice on using singular and plural constructions to ensure inclusive language and smooth phrasing.

To support the new emphasis on culturally competent communication, every aspect of the text has been reconsidered and updated to reflect the rich diversity of today's workforces and stakeholder communities. This effort ranged from replacing nearly the entire selection of photos and replacing nearly half the chapter-opening vignettes down to details such as updating the publication titles and authors represented in sample citation entries in Appendix B.

COMMUNICATION SKILLS FOR THE NEW WORLD OF WORK

The COVID-19 pandemic accelerated the shift to remote work, and virtual and hybrid work environments are now the norm for millions of employees. The 14th edition prepares students with new coverage of online meetings, online collaboration, and etiquette in the virtual workplace.

NEW DEVELOPMENTS IN INTELLIGENT COMMUNICATION TECHNOLOGY

Thill and Bovée have long been the market leaders in coverage of communication technology, having moved the field forward with digital communication, social media, mobile communication, and, most recently, the artificial intelligence tools that we refer to as *intelligent communication technology*. The 14th edition expands the coverage of these exciting innovations with new discussions of AI-generated deepfake videos, smart social media listening tools, and other topics.

EXTENSIVE CONTENT ENHANCEMENTS

In addition to those developments, the 14th edition features these major improvements:

- **New “On the Job” vignette/simulation pairs.** These chapter-opening vignettes and end-of-chapter simulations show students how professionals apply the same skills they are reading about in the chapter. This edition features eight new “On the Job” features.

- **More than 350 new citations.** Extensive research was undertaken to ensure up-to-date coverage of diversity, innovative technology usage, and contemporary business practices.
- **More than 70 new images and nearly 50 rebuilt or revised figures.** The visual aspects of the text were thoroughly revised for currency, diverse representation, student interest, and image quality. The numerous PowerPoint slides were redesigned for a fresh, contemporary look, and new higher-resolution screenshots make email messages and other model documents easier to read. The long sample report in Chapter 13 is all new and presented in an eye-catching look that reflects today's business style. This edition has nearly 80 annotated model documents, including 16 before/after pairs that show students the specific details of how messages can be improved. Well over 100 of the photos and figures reflect the use of contemporary communication technology.
- **More practice opportunities for basic English skills.** The Improve Your Grammar, Mechanics, and Usage exercises at the end of every chapter have been expanded with new opportunities for students who can benefit from additional practice with writing and editing fundamentals. Together with a variety of other new questions, activities, and cases, the 14th edition has more than 300 new student assessments.

CHAPTER-BY-CHAPTER ENHANCEMENTS AND UPDATES

Dozens of chapter sections are new, updated, or substantially revised to reflect the latest research and practices in business communication. Here are the most significant changes and improvements, organized by learning objective:

<p>Chapter 1: Professional Communication in a Digital, Social, Mobile World</p>	<p>LO5 Committing to Ethical and Legal Communication: Extensive updates and additions; the forms of unethical communication have been expanded from three to five (adding <i>Failing to Consider Negative Consequences</i> and <i>Violating Privacy</i>)</p> <p>New highlight box: <i>Intelligent Communication Technology: Are You For Real?</i> on the problem of deepfake video</p> <p>13 new images, including 10 new images in the <i>Empowering Communicators with Intelligent Communication Technology</i> special feature</p>
<p>Chapter 2: Interpersonal Communication Skills</p>	<p>LO2 Improving Your Nonverbal Communication Skills: Revised coverage of personal appearance to reflect a more inclusive viewpoint on dress and grooming</p> <p>Figure 2.1 The Face as a Nonverbal Communicator: Replaces a figure that too heavily normalized a particular style of dress and grooming.</p>
<p>Chapter 3: Collaboration and Business Etiquette</p>	<p>New On the Job vignette featuring Zita Smith of Sodexo and her approach to guiding teams during the early months of the COVID-19 pandemic</p> <p>LO1 Communicating Effectively in Teams: Numerous updates and new topics that reflect the nature of teamwork in today's hybrid workplaces</p> <p>LO2 Collaborating on Communication Efforts: Extensive new coverage in <i>Tools and Systems for Collaborative Content Development</i></p> <p>LO3 Making Your Meetings More Productive: Extensive changes throughout to reflect the ubiquity of online meetings, particularly in <i>Preparing for Meetings</i> and <i>Conducting Virtual Meetings</i></p> <p>LO4 Developing Your Business Etiquette: New section on <i>Virtual Workplace Etiquette</i>; <i>Business Etiquette in Social Settings</i> updated to reflect post-pandemic norms; previous section on online etiquette retitled to <i>Social Media Etiquette</i>; telephone and mobile etiquette combined into one section</p> <p>Three new figures: 3.2 Shared Online Workspaces, 3.7 Meeting Management Software, 3.8 Workplace Etiquette</p>

<p>Chapter 4: Communication Challenges in a Diverse, Global Marketplace</p>	<p>This chapter has been substantially revised, and roughly 80 percent of the content is new. Historically, this chapter focused on international communication with cultural topics as a component of that. We've reversed the emphasis in this edition to cover a broader range of diversity topics, and it's now roughly 30 percent international and 70 percent contemporary cultural issues. To keep the focus clear throughout the chapter, we refer to these as the <i>global marketplace</i> when we're discussing international issues and the <i>contemporary workplace</i> when we're focusing on diversity issues in the workplace.</p> <p>New On the Job vignette featuring Siemens AG and the diversity of perspectives, backgrounds, ages, levels of experience, and expertise in its workforce</p> <p>LO1 Understanding the Opportunities and Challenges of Communication in a Diverse World: Updated coverage of international communication and stakeholder demands for more inclusive workplaces; new coverage of implicit bias and tribalism</p> <p>LO2 Developing Cultural Competency: Expanded discussion of cultural competency; new material on intersectionality; all-new section <i>Recognizing the Dynamics of Bias</i>, which covers code-switching, exclusionary behaviors, role incredulity, centering and othering, and the question of privilege</p> <p>LO3 Recognizing Dimensions of Cultural Diversity: Mostly new material, divided into six sections:</p> <ul style="list-style-type: none"> <i>Race and Ethnicity</i> (all new material) <i>Gender and Sexual Orientation</i> (mostly new material covering Representation and Influence, Communication Style, and LGBTQ+ Representation and Bias) <i>Physical, Emotional, and Cognitive Traits</i> (mostly new) <i>Age</i> (substantially new with more emphasis on ageism and intergenerational relationships, rather than on generational attributes) <i>Religion</i> <i>Education, Economics, and Life Experience</i> (new section that discusses communication influences of socioeconomic status) <p>LO5 Improving Intercultural Communication in the Workplace: Nearly all new, divided into three sections:</p> <ul style="list-style-type: none"> <i>Practicing Inclusive Leadership</i> <i>Being a Strong Ally</i> <i>Developing Inclusive Communication Habits</i>
<p>Chapter 5: Planning Business Messages</p>	<p>New On the Job vignette featuring Javier Rodriguez of DaVita and his emphasis on using digital communication tools efficiently</p> <p>New figure 5.5 Mind Mapping</p>
<p>Chapter 6: Writing Business Messages</p>	<p>LO1 Adapting to Your Audience: Being Sensitive to Audience Needs: Section on <i>Using Inclusive, Bias-Free Language</i> significantly updated and expanded</p> <p>LO4 Composing Your Message: Choosing Powerful Words: Updated coverage of using singular <i>they/their</i> and expanded with new research about the impact of concrete language choices</p> <p>Three new figures: 6.1 Fostering a Positive Relationship with an Audience, 6.2 Establishing Credibility, and 6.3 Choosing Strong Words</p>

Chapter 7: Completing Business Messages	New On the Job vignette featuring Nadine Chahine of Monotype and her work on an official typeface for the city of Dubai LO5 Proofreading Your Message: Expanded with coverage of using audio read-back as a proofing tool and taking advantage of smart editing plug-ins and other new tools
Chapter 8: Crafting Messages for Digital Channels	LO1 Digital Channels for Business Communication: All new material in <i>Digital and Social Media Options</i> LO2 Social Networking Platforms: Significantly updated and expanded, including <i>Business Communication Uses of Social Platforms:</i> All new material <i>Tips for Successful Communication on Major Social Media Platforms:</i> Major new section with specific advice on using Facebook, LinkedIn, YouTube, TikTok, Reddit, Instagram, Snapchat, and Pinterest LO3 Email: New coverage of Smart Compose LO4 Business Messaging: Updates on evolving messaging services such as WhatsApp LO5 Blogging: New material on post types that attract the most readers LO6 Microblogging: Expanded advice for business uses of Twitter New highlight box: <i>Intelligent Communication Technology: Monitoring the Social Media Sphere with Smart Listening Tools</i> Two-page feature Business Communicators Innovating with Social Media: Mostly new content, including all new images Eight new figures: 8.1 Compositional Modes: Narratives, 8.2 Compositional Modes: Tutorials and FAQs, 8.3 TikTok for Business Communication, 8.4 Instagram for Business Communication, 8.5 Professional Email, 8.7 Blogging for Business, 8.8 Customer Support on Twitter, 8.9 Podcasting
Chapter 9: Writing Routine and Positive Messages	LO4 Common Examples of Routine Replies, Routine Messages, and Positive Messages: Streamlined and removed discussion of legal issues New highlight box: <i>Intelligent Communication Technology: Nice Chatting with You</i> New figure 9.6 Announcing Good News
Chapter 10: Writing Negative Messages	New On the Job vignette featuring Rivian CEO RJ Scaringe who was forced to issue an apology after customer outrage over an unexpected price increase
Chapter 11: Writing Persuasive Messages	Updated coverage of Stitch Fix in the On the Job vignette
Chapter 12: Planning Reports and Proposals	LO3 Conducting Secondary Research: Information on online search tools heavily revised Two new figures: 12.8 Online and Mobile Survey Tools, 12.9 Organizing User-Friendly Website Content
Chapter 13: Writing and Completing Reports and Proposals	New On the Job vignette featuring Lowe's CEO Marvin R. Ellison and his use of annual reports to persuade and inform Report Writer's Notebook (long sample report): All-new report using contemporary design Multiple charts and graphs were redesigned for accessibility Four new figures: 13.1 Audience-Friendly Reports, 13.2 Writing and Designing for the Web, 13.9 Data Visualization, 13.13 Solicited Report (for the Message for Analysis 13.6)

<p>Chapter 14: Developing and Delivering Business Presentations</p>	<p>LO2 Developing a Presentation: Significant changes and updates to <i>Getting Your Audience's Attention</i> and <i>Building Your Credibility</i></p> <p>LO5 Delivering a Presentation: New advice on handling anxiety, using the social media backchannel, and giving presentations online</p> <p>Two new figures: 14.2 Nonlinear Presentations, 14.11 Online Presentations</p> <p>23 of the 25 PowerPoint slides were redesigned with a fresh, contemporary look</p>
<p>Chapter 15: Building Careers and Writing Résumés</p>	<p>New On the Job vignette featuring Workday CEO Aneel Bhusri and the company's efforts to develop applicant tracking systems that better meet the needs of both candidates and recruiters</p> <p>LO1 Finding the Ideal Opportunity in Today's Job Market: Expanded advice on preparing for a job search; numerous updates to networking advice</p> <p>LO4 Completing Your Résumé: Updated advice on the options for producing print and digital résumés</p> <p>Two new figures: 15.2 Mobile Job-Search Tools, 15.8 Effective LinkedIn Profile</p>
<p>Chapter 16: Applying and Interviewing for Employment</p>	<p>New On the Job vignette featuring the Malaysian Students' Global Alliance and their work as a support group connecting female Malaysian students with women leaders and mentors from various industries</p> <p>LO2 Understanding the Interview Process Updated advice on virtual/video interviews, AI-based evaluation systems, and preemployment testing and background checks</p> <p>LO3 Preparing for a Job Interview Revised advice on presenting a professional image for job interviews with a more inclusive perspective on dress and grooming</p>
<p>Appendix A: Format and Layout of Business Documents</p>	<p>Extensively modified, streamlined, and modernized; major changes include:</p> <ul style="list-style-type: none"> New advice on courtesy titles (Mr., Ms., Mx.) to encourage more inclusive communication practices New advice on complimentary closes with a selection of options for students to choose from Advice on letter formats vastly simplified to reflect contemporary business practices Simpler advice on addressing envelopes Two new sections on report formatting: <i>Running Headers and Footers</i> and <i>Other Design Elements</i> Two new figures: A.2 Business Letter Templates and A.3 Report Layout Options
<p>Appendix B: Documentation of Report Sources</p>	<p>Updated to reflect the new 7th edition of <i>Publication Manual of the American Psychological Association</i> and the new 9th edition of <i>The MLA Handbook</i></p> <p>Updated example sources to reflect greater diversity in article titles and authors</p>
<p>Handbook of Grammar, Mechanics, and Usage</p>	<p>Numerous changes and corrections, including updated advice to use the singular <i>they</i> to avoid awkward or exclusionary phrasing</p>

Solving Learning and Teaching Challenges

Communication is the most valuable skill that graduates can bring into the workforce, but it is one of the most challenging to teach. *Excellence in Business Communication* blends timeless fundamentals with modern media skills and contemporary business practices. To help students succeed from their first day on the job, *Excellence in Business Communication* 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.



ON THE JOB: COMMUNICATING AT RIVIAN

Backtracking on a Surprise Price Increase

Most young companies can only dream of launching products so hotly anticipated that eager buyers make deposits just to secure a place in line, months or even years before the products will be available. About the only thing that can make it better is a community of enthusiasts who also buy in emotionally and consider themselves part of something bigger than just a commercial transaction. Such was the blissful scenario that electric vehicle (EV) maker Rivian found itself in after announcing its consumer “adventure vehicles,” a pickup truck and an SUV, that wowed critics and everyday drivers alike.

But what if global economics significantly raised the production price of those vehicles before they could be manufactured—but after tens of thousands of eager buyers had paid their deposits based on an understanding of what the price would be? The COVID-19 pandemic disrupted global manufacturing and supply chains across industries and raised costs on all kinds of products, including the semiconductors, batteries, and other electronic

Real-Life Skills, Real-Life Perspectives

Each chapter opens with a brief vignette that describes a challenge or opportunity faced by a business professional, emphasizing concepts and valuable skills that students will explore in the chapter. The story from the chapter-opening vignette is picked up again at the end of the chapter in a unique simulation that has students imagine themselves in that company as they face four communication challenges that require them to use their new skills and insights.



ON THE JOB: SOLVING COMMUNICATION DILEMMAS AT RIVIAN

You've joined Rivian as a department manager, and in this role you face the usual range of communication challenges that all managers face. Use what you've learned in this chapter to address the following situations.

1. Another manager stopped by this morning with a request to borrow two of your best employees for a three-week emergency. Under normal conditions, you wouldn't hesitate to help, but your team has its own scheduling challenges to deal with. Plus, this isn't the first time this manager has run into trouble, and you are confident that poor project management is the reason. Which of the following is the most diplomatic way to state your refusal while suggesting that your colleague's management skills need improvement?
 - a. With the commitments I've made, I won't be able to bail you out this time.
 - b. I sympathize with the trouble you've gotten yourself into again, I really do, but the commitments I've made on my own projects prevent me from releasing any employees for temporary assignments.
 - c. The commitments I've made won't allow me to release any staff for temporary assignments. However, would you like to meet to discuss the techniques I've found useful for managing project workloads?
 - d. Instead of shifting resources around as usual, why don't we meet to discuss some new strategies for staffing and project management?
2. Employees from your department are occasionally assigned to cross-functional teams with people from other departments for various projects. As in all other professional relationships, even competent professionals can start to rub each other the wrong way at a personal level, which can corrode working relationships over time. Unfortunately, that has happened with one of your best staff members. Geri Lamb is widely admired for her skills, but the team leader of the customer insights team she joined six months ago has asked you to replace her with someone else. Although you'd prefer to tell Lamb in person, schedule conflicts dictate that you send her an

Detailed Opportunities to Learn by Example

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

(a) This neutral subject line doesn't try to sell the conclusion before readers have the opportunity to review the evidence for themselves.

(b) Rather than hard-selling a conclusion that isn't even true, this opening offers a quick overview of the research and emphasizes the experience of the researcher. In the second paragraph, the writers continue by offering full disclosure of all background information related to the research project.

(c) By providing the complete text of the researcher's summary, the memo allows readers to reach their own conclusions about what she wrote.

(d) The numbers here show how the original memo skewed the results. Just because one-third had no interest in the product does not mean two-thirds did. Moreover, the second paragraph from the researcher clearly indicates that she is concerned about the product's viability in the marketplace—a critical point completely missing in the original memo.

(e) The writers are careful to separate the researcher's observations and opinions from their own, even to the point of grouping them under separate subheadings.

(f) The recommendation states clearly and objectively that the project probably will not live up to original hopes.

(g) The close invites further discussion of the situation, without assuming agreement of the writers' conclusions.

Figure 1.10 Ethical Communication

This version of the memo from Figure 1.9 presents the evidence in a more honest and ethical manner.

OPPORTUNITIES FOR FURTHER DEVELOPMENT

The 14th edition adds value for students in several unique ways with additional resources they can use outside the course:

- **Build Your Career** activities help students create their employment-communication packages throughout the course, so they're ready to apply for jobs by the end of the course.
- **Apply Your Skills Now** highlight boxes help students apply their newly developing communication skills in other classes and in their personal lives.
- **Five-Minute Guides** serve as handy reminders of the steps needed to accomplish a variety of fundamental communication tasks, from resolving workplace conflict to writing business email to planning reports and presentations.

COMPOSITIONAL MODES FOR DIGITAL MEDIA

As you practice using digital media in this course, focus on the overall principles of social communication and the fundamentals of effective writing rather than on the specific details of any one medium or system.² Fortunately, the basic communication skills you will need transfer easily from one system to another.

Successful communication using digital media requires adapting your writing approach to match the medium, the situation, the message, and the audience. At various times, you will find yourself using one of nine *compositional modes* for digital media:

- **Conversations.** Although they take place via writing, some forms of digital communication function more like real-time conversations than the sharing of written documents. Much of Chapter 2's advice on conversations applies to these exchanges, and the section on business messaging in this chapter explores this important communication format.
- **Comments and critiques.** One of the most powerful aspects of social media is the opportunity for people 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 personal brand. To be an effective commenter, focus on short chunks of information that a broad spectrum of other people will find helpful. And even if you are offering criticism, keep it constructive. Angry rants and insults won't help anyone, and they brand you as unprofessional.
- **Orientations.** The ability to help people find their way through an unfamiliar system or subject is a valuable writing skill and a talent that readers greatly appreciate. Unlike summaries (see next item), orientations don't give away the key points in the collection of information, but rather tell readers where to find those points. Writing effective orientations can be a delicate balancing act because you need to know the material well enough to guide others through it while being able to step back and view it from the inexperienced perspective of a "newbie."
- **Summaries.** At the beginning of an article or web page, a summary functions as a miniature version of the material, giving readers all the key points while skipping over details. At the end of an article or web page, a summary functions as a review, reminding readers of the key points they've just read.
- **Reference materials.** One of the greatest benefits of the internet is the access it can provide to vast quantities of reference materials—numerical or textual information

Original Coverage

Going beyond covering the tried-and-true, Thill and Bovée 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.

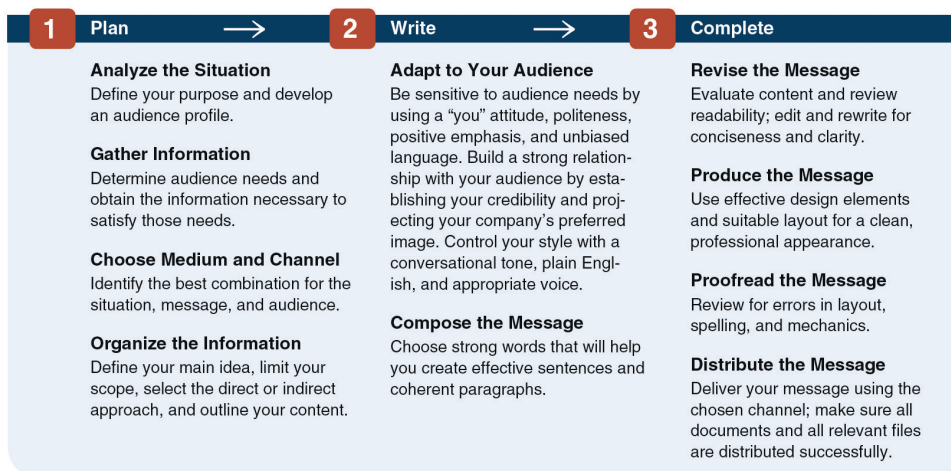


Figure 5.1 The Three-Step Writing Process

This three-step process will help you create more effective messages in any medium. As you get more practice with the process, it will become easier and more automatic.
Sources: Kevin J. Harty and John Keenan, *Writing for Business and Industry: Process and Product* (New York: Macmillan Publishing Company, 1987), 3–4; Richard Hatch, *Business Writing* (Chicago: Science Research Associates, 1983), 88–89; Richard Hatch, *Business Communication Theory and Technique* (Chicago: Science Research Associates, 1983), 74–75; Center for Humanities, *Writing as a Process: A Step-by-Step Guide* (Mount Kisco, NY: Center for Humanities, 1987); Michael L. Keene, *Effective Professional Writing* (New York: D. C. Heath, 1987), 28–34.

Reducing Stress and Uncertainty for Students

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 *Excellence in Business Communication*, they never have to feel lost or waste time figuring out what to do next.

Unmatched Resources from the Authors

No other textbook comes close to offering the valuable resources the authors provide to instructors—many of which are available exclusively to Thill and Bovée adopters:

- Sponsored instructor communities on LinkedIn and Facebook with nearly 4,000 members
- Tips and techniques in Bovée and Thill's Business Communication Blog and Twitter feed
- The Bovée & Thill channel on YouTube
- Videos and PowerPoint presentations on SlideShare
- Hundreds of infographics, videos, articles, podcasts, and PowerPoints in 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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Back to Basics: Giving Constructive Feedback

This is the sixth post in our series on the fundamentals of business communication, from what it means and why it matters to tips and techniques for success. We'll present the information in ways that you can share directly with your students, and we hope this information will enhance your lectures and class discussions.

With a new school year underway, you probably have plans for collaborative writing and presentation projects for your students. Any time a student is asked to assess a teammate's creative output (formally or informally) is a great opportunity to practice the essential skill of giving constructive feedback.

Here are eight tips for providing feedback that is helpful and that maintains a positive working relationship:

1. **Think through your suggested changes carefully.** In business, documents and presentations often illustrate complex relationships between ideas. Isolated and superficial edits that don't grasp the big-picture message or the intricate details can do more harm than good.
2. **Discuss improvements rather than flaws.** Instead of saying "This is confusing," for instance, explain how the writing can be improved to make it clearer.
3. **Focus on controllable actions.** The writer may not have control over every variable that affects the quality of the message, so focus on those aspects the writer can control.
4. **Be specific.** Comments such as "I don't get this" or "Make this clearer" don't give the writer much direction.
5. **Keep feedback impersonal.** Focus comments on the message, not on the person who created it.
6. **Verify understanding.** If in doubt, ask for confirmation from the recipient to make sure the person understands your feedback.
7. **Time your feedback carefully.** Respond in a timely fashion so the writer has sufficient time to implement the changes you suggest.
8. **Highlight any limitations your feedback may have.** If you didn't have time to give the document a thorough edit, or if you're not an expert in some aspect of the content, let the writer know so that your comments can be implemented appropriately.

Business Communication Today
15th Edition

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John V. Thill/Courtland L. Bovée

Developing Employability Skills

In addition to helping students develop a full range of communication skills, *Excellence in Business Communication* 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.

Exercises

Each activity is labeled according to the primary skill or skills you will need to use. To review relevant chapter content, you can refer to the indicated Learning Objective. In some instances, supporting information will be found in another chapter, as indicated.

3-8. Collaboration: Working in Teams; Media Skills: Shared Workspace [LO-1], [LO-2] The corporate office, marketing, and finance departments of your company are scattered across three locations in the city. It is necessary to motivate and engage employees in an information exchange. Each department is requested to form a team and conduct a search on the internet to find ways people can be motivated. Tabulate the findings of each team, and narrow the list down to the 10 most popular motivational employee engagement activities that can be further discussed with the teams. Collaborate in a shared workspace with these departments on the details of these 10 activities.

3-9. Collaboration: Collaborating on Writing Projects; Media Skills: Blogging [LO-2] In this project, you will conduct research on your own and then merge your results with those of the rest of your team. Search Twitter for messages on the subject of workplace safety. Compile at least five general safety tips that apply to any office setting, and then meet with your team to select the five best tips from all those the team has collected. Collaborate on a blog post that lists the team's top five tips.

Instructor Teaching Resources

The 14th edition is also accompanied with the following teaching resources:

Supplements available to instructors at http://www.pearson.com/	Features of the Supplement
Instructor's Manual authored by George Dovel and Susan Schanne	<ul style="list-style-type: none"> • Chapter overview • Chapter outline • Lecture notes organized by learning objective, with class discussion questions • Answers to highlight box questions • Answers to Apply Your Knowledge questions • Answers to Practice Your Skills activities
Test Bank authored by Dr. Andrew Lingwall from Pennsylvania Western University-Clarion	<ul style="list-style-type: none"> • 1,660 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 (Written and Oral Communication, Ethical Understanding and Reasoning, Analytical Thinking, Interpersonal Relations and Teamwork, Diverse and Multicultural Work Environments, Reflective Thinking, Application of Knowledge, and Integration of Real-world Business Experiences)
Computerized TestGen	<p>TestGen allows instructors to</p> <ul style="list-style-type: none"> • 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 authored by Dr. Andrew Lingwall from Pennsylvania Western University-Clarion	<p>Slides include all the graphs, tables, and equations in the textbook. PowerPoints meet accessibility standards for students with disabilities. Features include:</p> <ul style="list-style-type: none"> • Keyboard and screen reader access • Alternative text for images • High contrast between background and foreground colors

Cases

For all cases, feel free to use your creativity to make up any details you need in order to craft effective messages.

SOCIAL NETWORKING SKILLS

8-44. Media Skills: Social Networking; Compositional Modes: Summaries [LO-2] Microsoft, Centene, Target, Gap, and Biogen are among the companies recognized by *Fortune* magazine as among the best large employers for supporting diverse workforces.⁴⁵

Your task: Choose one of these companies and visit its website to learn more about its diversity, equity, and inclusion (DEI) efforts. Write a 100- to 150-word summary that could be published on the company's social media accounts to encourage potential employees who want to work at a firm that values a diverse workforce.

SOCIAL NETWORKING SKILLS

8-45. Media Skills: Social Networking; Online Etiquette [LO-2]. Chapter 3 Employees who take pride in their work are a practically priceless resource for any business. However, pride can sometimes manifest itself in negative ways when employees come under criticism, and public criticism is a fact of life in social media. Imagine that your company has recently experienced a rash of product quality problems, and these problems have generated some unpleasant and occasionally unfair criticism on a variety of social media sites. Someone even set up a Facebook page specifically to give customers a place to vent their frustrations.

have a serious training issue on your hands. Write a post for the internal company blog that advises employees on how to respond appropriately when they are representing the company online. Use your imagination to make up any details you need.

SOCIAL NETWORKING SKILLS / TEAM SKILLS

8-46. Media Skills: Social Networking; Collaboration: Team Projects [LO-2], Chapter 3 Social media can be a great way to, well, socialize during your college years, but employers are increasingly checking up on the online activities of potential hires to avoid bringing in employees who may reflect poorly on the company.

Your task: Team up with another student and review each other's public presence on Facebook, Twitter, Instagram, TikTok, and any other website that an employer might check during the interview and recruiting process. Identify any photos, videos, messages, or other material that could raise a red flag when an employer is evaluating a job candidate. Write your teammate an email message that lists any risky material.

EMAIL SKILLS / PORTFOLIO BUILDER

8-47. Media Skills: Email; Message Strategies: Negative Messages [LO-3], Chapter 10 Many companies operate on the principle that the customer is always right, even when the customer isn't right. They take any steps necessary to ensure happy customers, lots of repeat sales, and a positive reputation among potential buyers. Overall, this is a smart and successful approach

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.

About the Authors

John V. Thill and Courtland L. Bovée 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.

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. 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.

John Thill and Courtland Bovée were 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.



John Thill

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BUILDING A SUCCESSFUL CAREER WITH YOUR COMMUNICATION SKILLS

One Course—Three Powerful Benefits

You will invest considerable time and energy in this course, so it's fair to ask what you will get in return. The simple answer: *a lot*. If you practice the techniques you'll discover here and use this opportunity to develop those techniques with your instructor's guidance, we're confident this course will help you in three important ways:

1. It will help you succeed in college.
2. It will help you conduct a more successful job search.
3. It will help you succeed in your first job so you can build a thriving career.

The following sections expand on this promise and offer valuable career-planning advice.

HOW THIS COURSE WILL HELP YOU

Take advantage of this opportunity to develop the single most important skill you'll need for a rewarding career: the ability to communicate. This textbook is designed to help you in three valuable ways.



1. SUCCEED IN COLLEGE

Many of the skills you will learn in this course—writing, giving presentations, working in teams, resolving conflict, and more—can be applied in just about every course you take from now until graduation.



2. FIND THE RIGHT JOB

The entire job search process is really an extended exercise in communication, and the process gives you the chance to use your communication skills to stand apart from the competition.



3. LAUNCH YOUR CAREER

The bulk of this course is devoted to the communication and media skills you will need to use as soon as you enter (or reenter) the workforce. Succeed in your first job, and you'll be on your way to a rewarding career!

TABLE 1: Textbook Features to Help You at Every Stage of College and Career

Textbook Feature	Succeeding in College		Conducting a Successful Job Search
	In This Course	In Other Courses	
Learning Objectives	Use these to focus your study and review		
On the Job vignette (beginning of chapter) and simulation (end of chapter)	See how the pros use chapter concepts At the end of the chapter, follow through on the chapter-opening vignette by visualizing yourself on the job		Get a sense of life on the job in various professions
Figures	Study model documents to see what works and what doesn't	Study reports and other model documents to improve your writing	Use model letters and résumés to build your job search package
Checklists	Confirm understanding of each section	Use for a quick review if needed when completing assignments	Use for a quick review when preparing your job search materials
Highlight boxes	<i>Apply Your Skills Now</i> helps you apply communication skills in and out of class	<i>Apply Your Skills Now</i> helps you apply communication skills in and out of class	<i>Developing as a Professional</i> gets you ready for the world of work <i>Several Intelligent Communication Technology</i> boxes give you insights into what to expect in the job search process
Key Terms glossary	Quickly refer to important terms		
Learning Objectives Checkup	Test your recall of chapter content		
Apply Your Knowledge	Analyze communication scenarios to hone your insights		
Practice Your Skills	Practice chapter skills in a variety of challenges		
Expand Your Skills	Critique professional communication efforts and find career advice		
Build Your Career	Use the activity in each chapter to build your employment package		By the time you get to the employment chapters, you'll have a head start on the materials you need to apply for jobs
Improve Your Grammar, Mechanics, and Usage	Fine-tune the technical aspects of your writing	Fine-tune the technical aspects of your writing	Fine-tune the technical aspects of your writing
Cases (selected chapters)	Practice crafting professional-quality messages and documents		Use the <i>Portfolio Builder</i> cases to expand your employment portfolio
Five-Minute Guides (selected chapters)	Get quick reminders of how to accomplish important tasks	Use these for communication tasks in other classes, too	Use the guide in Chapter 15 to prepare and update your résumé and the guide in Chapter 16 to prepare for interviews

Stage 1: Succeeding in College

The first step in your career starts right now, with getting your degree and getting the most from all the courses you take between now and graduation. The communication skills you learn in this class can help you in virtually every other course. From brief homework assignments to complicated team projects to interactions with your professors, you will be able to communicate more effectively.

In addition to improving your communication effectiveness, this course will also improve your efficiency. Follow the writing process outlined in this book, and you can avoid the time-wasting uncertainty, dead ends, and rework that can make writing projects drag on forever.

Be sure to take advantage of all the features in this book to get the most from the course (see Table 1). For instance, keep an eye out for the special highlight boxes titled “Apply Your Skills Now,” which offer tips on using your new skills in all your college courses. Read these boxes and think about the situations in which you can apply the advice. If you need to have a difficult conversation with an instructor or resolve conflict in a project team, for example, these boxes can help. Many of these techniques can help you outside of the school environment, too, whenever you face communication challenges in any of your interpersonal relationships.

QUICK TIPS TO SUCCEED IN THIS COURSE

Although this course explores a wide range of message types and appears to cover quite a lot of territory, the underlying structure of the course is rather simple. You’ll learn a few basic concepts, identify the key skills to use and procedures to follow—and then practice, practice, practice. Whether you’re writing a blog post in response to one of the real-company cases or drafting your own résumé, you’ll be practicing the same fundamental skills in a variety of scenarios. With feedback and reinforcement from your instructor and your classmates, your confidence will grow and the work will become easier and more enjoyable.

Some of the assignments will involve business topics that may be new to you or somewhat less than exciting, but view them all as opportunities to hone your craft. Visualize yourself in each scenario and imagine that you are trying to convince a skeptical boss, calm an angry customer, or accomplish whatever task is assigned.

As you read each chapter, take time to study the examples and model documents (see Figure 1). This book offers dozens of realistic examples of business messages, many with notes along the sides that explain strong and weak points. Some are messages from real companies; others were created to show specific points about writing. Study these documents and any other examples your instructor provides. Learn what works and what doesn’t, and then apply these lessons to your own writing.

Along the way, learn from the feedback you get from your instructor and from other students. Don’t take the criticism personally; your instructor and your classmates are commenting about the work, not about you. Always view feedback as an opportunity to improve.

QUICK TIPS FOR WRITING ASSIGNMENTS IN ANY COURSE

For assignments in this or any other course, particularly major projects such as reports and presentations, follow these suggestions to produce better results with less effort:

- **Don’t panic!** If the thought of writing a report or giving a speech sends a chill up your spine, you’re not alone. Everybody feels that way when first learning business communication skills, and even experienced professionals can feel nervous about big projects. Keep three points in mind. First, every project can be broken down into a series of small, manageable tasks. Don’t let a big project overwhelm you; it’s nothing more than a bunch of smaller tasks. Second, remind yourself that you have the skills you need. As you move through the course, the assignments are carefully designed to match the skills you’ve developed up to that point. Third, if you feel panic creeping up on you, take a break and regain your perspective.

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To: newbizteam@northerndynamics.com; Cc & Bcc

Improving our team meetings: please review before April 7 meeting

Hi team,

I suspect we all signed off from last's week status meeting feeling that things went off the rails toward the end. Having thought about it over the weekend, I think the problem comes down to listening skills and habits. There were just too many instances of people talking over one another or failing to acknowledge what other team members were trying to contribute.

I know our new hybrid work model, with half of us in the office and half of us remote, is not ideal for brainstorming. But this is our reality now, so let's rise to the challenge with the same solution-oriented team spirit that we bring to the rest of our work. Please keep the following habits in mind for our future meetings:

- **Listen actively.** Make a conscious effort to engage with other people. Turn off your internal filters and biases so you can truly hear and understand what they are saying.
- **Avoid defensive listening.** Brainstorming isn't a competition; the point is to gather as many ideas as possible. If someone suggests a plan you don't agree with or that counters your own ideas, don't tune them out.
- **Practice patience.** We are a passionate crew—it's one of the reasons we are so successful! However, passion can get in the way of empathy and respectful listening. Remember we are here to create business opportunities, not prove who is the smartest.
- **Never interrupt.** This is always good manners but particularly vital with half the team on remote connections. Also, when you are the one talking, don't monopolize the conversation. Pause after sharing important ideas so people can ask questions or add to the conversation without feeling they have no options but to interrupt.

I appreciate your efforts toward making our team meetings productive and enjoyable. If you have any questions or concerns, please get in touch.

Thanks,
Aniyah

Aniyah Sparks
(she/her/hers)
Director, New Business Initiatives
Mobile: 707-555-1099

The subject line lets readers know the message needs their attention soon.

The greeting is friendly but respectful.

Using the direct approach, she gets right to the issue.

After describing the problem, she moves directly to a solution.

The bullet list makes her advice easy to read on any device.

Because she is the manager of this department, she can assume her employees will comply with her request, but she invites feedback as well.

A signature file automatically appends her contact information to the end of the message.

Figure 1 Learning from Model Documents and Messages

You will find a wide variety of model documents and messages throughout the book, everything from tweets to formal reports. Study the notes in the margins to understand why specific writing techniques work (or don't work, in some cases), and apply these lessons to your own writing.

- **Focus on one task at a time.** Don't try to organize and express your ideas while simultaneously worrying about audience reactions, grammar, spelling, formatting, page design, and a dozen other factors. Fight the temptation to do everything at once. Trying to get everything perfect on the first pass will make the process slow and frustrating. In particular, don't worry too much about word choices or overall writing style during your first draft. Concentrate on the organization of your ideas first, then the best way to express those ideas, and then finally the presentation and production of your messages. Following the three-step writing process is an ideal way to focus on one task at a time in a logical sequence.
- **Give yourself plenty of time.** As with every other school project, waiting until the last minute creates unnecessary stress. Writing and speaking projects are much easier if you tackle them in small stages with breaks in between, rather than trying to get everything done in one frantic blast. Moreover, there will be instances when you simply get stuck on a project, and the best thing to do is put it aside for a while and give your mind a break. If you allow room for breaks in your schedule, you'll minimize the frustration and spend less time overall on your homework, too.



Pressmaster/Shutterstock

- **Step back and assess each project before you start.** The writing and speaking projects you'll have in this course cover a wide range of communication scenarios, and it's essential that you adapt your approach to each new challenge. Resist the urge to dive in and start writing without a plan. Ponder the assignment for a while, consider the various approaches you might take, and think carefully about your objectives before you start writing. Nothing is more frustrating than getting stuck halfway through because you're not sure what you're trying to say or you've wandered off track. Spend a little more time planning, and you'll spend a lot less time writing.
- **Use the three-step writing process.** Those essential planning tasks are the first step in the three-step writing process, which you'll learn about in Chapter 5 and use throughout the course. This process has been developed and refined by professional writers with decades of experience and thousands of projects ranging from short blog posts to 600-page textbooks. It works, so take advantage of it.

Stage 2: Conducting a Successful Job Search

Every activity in the job-search process relies on communication. The better you can communicate, the more successful you'll be at landing interesting and rewarding work. Plus, you can reduce the stress of preparing a résumé and going to job interviews.

Writing a résumé can feel intimidating, but you don't need to do it all at once if you give yourself plenty of time. The 16 “Build Your Career” activities (see the end of each chapter) show you how to build your job-search package one step at a time. Do the activity in each chapter, and by the time you finish the book, you'll have the materials you need to start your job search.

Chapters 15 and 16 are dedicated to various forms of employment-related communication. If your course doesn't cover these chapters, your college probably offers a workshop or other activity to help you get ready to apply and interview for jobs. No matter where you learn the skills related to résumés and interviewing, this section will help you think about the career you want to craft for yourself, with advice on finding the best fit, developing an employment portfolio, and defining your personal brand.

FINDING THE BEST FIT

Figuring out where and how you can thrive professionally is a lifelong quest. You don't need to have all the answers today, and your answers will no doubt change in the coming years. However, start thinking about it now so that you can bring some focus to your job search. Organize your strategic planning with three questions: what you want to do, what you have to offer, and how you can make yourself more valuable.