Fifteenth Edition Global Edition

# Business Communication Today

### Courtland L. Bovée

Professor of Business Communication C. Allen Paul Distinguished Chair Grossmont College

#### John V. Thill

Chairman and Chief Executive Officer Global Communication Strategies



## **Brief Contents**

	About the Authors Prologue	28 29
PART 1	<ul> <li>Understanding the Foundations of Business Communication</li> <li>1 Professional Communication in a Digital, Social, Mobile World</li> <li>2 Collaboration, Interpersonal Communication, and Business Etiquette</li> <li>3 Communication Challenges in a Diverse, Global Marketplace</li> </ul>	45 43 75 113
PART 2	Applying the Three-Step Writing Process  4 Planning Business Messages  5 Writing Business Messages  6 Completing Business Messages	137 139 169 199
PART 3	Digital, Social, and Visual Media 7 Digital Media 8 Social Media 9 Visual Media	227 229 258 287
PART 4	Brief Messages  10 Writing Routine and Positive Messages  11 Writing Negative Messages  12 Writing Persuasive Messages	319 32 <sup>-</sup> 347 383
PART 5	Reports and Proposals  13 Finding, Evaluating, and Processing Information 14 Planning Reports and Proposals 15 Writing and Completing Reports and Proposals	<b>41</b> ° 41° 43° 46°
PART 6	Developing and Delivering Business Presentations  16 Developing Presentations in a Social Media Environment  17 Enhancing Presentations with Slides and Other Visuals	<b>503</b> 505 53
PART 7	Writing Employment Messages and Interviewing for Jobs 18 Building Careers and Writing Résumés 19 Applying and Interviewing for Employment	<b>555</b> 557 599
	APPENDIX A Format and Layout of Business Documents APPENDIX B Documentation of Report Sources APPENDIX C Correction Symbols	627 64 648
	Handbook of Grammar, Mechanics, and Usage Name Index Subject Index	65 <sup>-</sup> 68 <sup>-</sup>

Preface	15	Octobronia Collaboration, Interpersonal	
About the Authors	28	Communication, and	76
Prologue	29	Business Etiquette	75
		COMMUNICATION CLOSE-UP AT OpenText	7
Part 1		Communicating Effectively in Teams Types of Teams	76 70
Understanding the Foundations of		Advantages and Disadvantages of Teams	7
	11	Characteristics of Effective Teams	78
		Group Dynamics Virtual Teams	78 80
Professional Communication in	1	Collaborating on Communication Efforts	8
a Digital, Social, Mobile World	43	Collaboration Arrangements Giving—and Responding to—Constructive Feedback	8° 82
COMMUNICATION CLOSE-UP AT <b>KLM</b>	43	Technologies for Collaborative Communication	83
Understanding Why Communication Matters	44	Making Your Meetings More Productive	85
Communication Is Important to Your Career	44	Preparing for Meetings	80
Communication Is Important to Your Company What Makes Business Communication Effective?	45 46	Leading and Contributing to Efficient Meetings	80
		Putting Meeting Results to Productive Use Conducting Virtual Meetings	89 9
Communicating as a Professional Understanding What Employers Expect from You	46 46		_
Communicating in an Organizational Context	48	Improving Your Listening Skills Understanding Why Listening Is Such a	92
Adopting an Audience-Centered Approach	50	Complex Process	93
Exploring the Communication Process	50	Becoming a Better Listener	94
The Conventional Communication Model	50	Improving Your Nonverbal Communication Skills	98
Barriers in the Communication Environment	52	Recognizing Nonverbal Communication	98
Inside the Mind of Your Audience	52	Using Nonverbal Communication Effectively	100
The Social Communication Model	55	Developing Your Business Etiquette	100
Using Technology to Improve Communication	56	Business Etiquette in the Workplace	10
The Potential Benefits of Communication Technology	56	Business Etiquette in Social Settings	102
The Spectrum of Contemporary Communication Technology	57	Online Etiquette	103
Committing to Ethical and Legal Communication	64 64	Telephone Etiquette	103
Forms of Unethical Communication Distinguishing Ethical Dilemmas from Ethical Lapses	65	Mobile Device Etiquette	104
Ensuring Ethical Communication	65	COMMUNICATION CHALLENGES AT OpenText	104
Ensuring Legal Communication	66	Key Terms	105
Developing Skills for Your Career	68	Summary of Learning Objectives	105
. •	00	Test Your Knowledge	106
COMMUNICATION CHALLENGES AT KLM	68	Apply Your Knowledge	106
Key Terms	69	Practice Your Skills	10
Summary of Learning Objectives Test Your Knowledge	69 70	Expand Your Skills Build Your Career	108
Apply Your Knowledge	70		100
Practice Your Skills	70	ETHICS DETECTIVE How Did "We" Turn into "I"?	7
Expand Your Skills	72		
Build Your Career	72	INTELLIGENT COMMUNICATION TECHNOLOGY Hi, I'm ar	า 85
APPLY YOUR SKILLS NOW Practice Your Professionalism	49	Algorithm, Your New Teammate	ö

Communication Challenges in a Diverse, Global Marketplace	113	Analyzing the Situation Defining Your Purpose Developing an Audience Profile Gathering Information	141 142 142 144
COMMUNICATION CLOSE-UP AT Siemens AG	113	Uncovering Audience Needs	144
Understanding the Opportunities and Challeng	<b>A</b> S	Finding Your Focus	145
of Communication in a Diverse World	114	Providing Required Information	145
The Opportunities in a Global Marketplace	114	Selecting the Best Combination of Media and	4 4 7
The Advantages of a Diverse Workforce	114	Channels The Most Common Media and Channel Options	<b>147</b> 147
The Challenges of Intercultural Communication	115	Factors to Consider When Choosing Media and Channels	151
Developing Cultural Competency	115	Organizing Your Information	154
Understanding the Concept of Culture	115 116	Defining Your Main Idea	154
Overcoming Ethnocentrism and Stereotyping		Limiting Your Scope	155
Recognizing Variations in a Diverse World Contextual Differences	<b>116</b> 117	Choosing Between Direct and Indirect Approaches	156
Legal and Ethical Differences	117	Outlining Your Content	156
Social Norms and Customs	118	Building Reader Interest with Storytelling Techniques	158
Nonverbal Communication	119	COMMUNICATION CHALLENGES AT Wolff Olins	161
Age Differences	119	Key Terms	162
Gender Differences	120	Summary of Learning Objectives	162
Religious Differences	121	Test Your Knowledge	162
Ability Differences	121	Apply Your Knowledge Practice Your Skills	163 163
Adapting to Other Business Cultures	121	Expand Your Skills	165
Guidelines for Adapting to Any Business Culture	121	Build Your Career	165
Guidelines for Adapting to U.S. Business Culture	122	ETHICS DETECTIVE Am I Getting the Whole	
Improving Intercultural Communication Skills	<b>123</b> 123	Story?	146
Studying Other Cultures Studying Other Languages	125	INTELLIGENT COMMUNICATION TECHNOLOGY Shaping	
Respecting Preferences for Communication Style	126	Stories with the Help of Artificial Intelligence	160
Writing Clearly	127	<b>5</b>	
Speaking and Listening Carefully	130	Writing Business Messages	169
Helping Others Adapt to Your Culture	132	COMMUNICATION CLOSE-UP AT Lumen/Kaleigh	
COMMUNICATION CHALLENGES AT <b>Siemens AG</b> Key Terms	132 133	Moore	169
Summary of Learning Objectives	133	Adapting to Your Audience: Being Sensitive	
Test Your Knowledge	133	to Audience Needs	170
Apply Your Knowledge	134	Using the "You" Attitude	170
Practice Your Skills	134	Maintaining Standards of Etiquette	171
Expand Your Skills	135	Emphasizing the Positive Using Bias-Free Language	172 173
Build Your Career	135		173
INTELLIGENT COMMUNICATION TECHNOLOGY Real-Ti		Adapting to Your Audience: Building Strong Relationships	174
Translation	131	Establishing Your Credibility	174
		Projecting Your Company's Image	175
		Adapting to Your Audience: Controlling Your	
		Style and Tone	176
Part 2		Creating a Conversational Tone	176
		Using Plain Language	177
Applying the Three-Step Writing	40-	Selecting the Active or Passive Voice	177
Process	137	Composing Your Message: Choosing Powerful Words	178
Planning Business		Using Words Correctly	178
	120	Using Words Effectively	179
Messages	139	Understanding Denotation and Connotation	181 182
COMMUNICATION CLOSE-UP AT Wolff Olins	139	Balancing Abstract and Concrete Words  Composing Your Message: Creating Effective	
Understanding the Three-Step Writing Process Optimizing Your Writing Time	3 <b>140</b> 141	Sentences	182
Planning Effectively	141	Choosing from the Four Types of Sentences Using Sentence Style to Emphasize Key Thoughts	182 184
		Coming Controlled Oryle to Emphasize Ney Moughts	104

Contents	9

Compo	sing Your Message: Crafting Unified,		Digital and Social Media Options	230
-	nt Paragraphs	185	Compositional Modes for Digital and Social Media	231
Creating the Elements of a Paragraph		185	The Emoji Question—Overcoming the Limitations of Lean Media	a 234
Choos	ing the Best Way to Develop Each Paragraph	188	Email	235
Writing	Messages for Mobile Devices	189	Planning Email Messages	235
COMMUN	IICATION CHALLENGES AT Lumen/Kaleigh Moore	191	Writing Email Content	236
Key T	- erms	191	The Subject Line: Persuading People to Open Your Message:	s 237 238
-	nary of Learning Objectives	192	Completing Email Messages	240
Test \	Your Knowledge	192	Business Messaging Categories of Business Messaging	240
	Your Knowledge	192	Tips for Successful Messaging	241
	ice Your Skills	193	Website Content	242
	nd Your Skills Your Career	195 195	Organizing Website Content	242
	EENT COMMUNICATION TECHNOLOGY Amplifying		Drafting Website Content	244
	iting with Augmented Writing Software	183	Podcasting	245
APPLY YO	OUR SKILLS NOW Think Now, Write Later	187	COMMUNICATION CHALLENGES AT Futurice	246
_			Key Terms	247
6	Completing Business		Summary of Learning Objectives	247
O	Messages	199	Test Your Knowledge Apply Your Knowledge	248 248
COMMUN	NICATION CLOSE-UP AT Type Together	199	Practice Your Skills	248
Dovicino.	Vour Manager Evaluating the First Draft	200	Expand Your Skills	250
_	g Your Message: Evaluating the First Draft ting Your Content, Organization, Style, and Tone	200	Build Your Career	250
	ating, Editing, and Revising the Work of Others	203	APPLY YOUR SKILLS NOW Develop Professional-Grade	
	g to Improve Readability	203	Email Skills	236
-	g the Length of Your Sentences	204	INTELLIGENT COMMUNICATION TECHNOLOGY Nice Chatting with You	240
Keepir	ng Your Paragraphs Short	204		
_	Lists and Bullets to Clarify and Emphasize	205	Social Media	OFF
•	g Headings and Subheadings	206	Social Media	255
_	for Clarity and Conciseness	207	COMMUNICATION CLOSE-UP AT ExterionMedia	255
-	g for Clarity g for Conciseness	207 208	How Businesses Use Social Media for Internal	
-			and External Communication	256
	ing Your Message ning for Readability	210 210	Strategies and Tactics for Successful Social	
_	tting Formal Letters and Memos	213	Media Use	260
	ning Messages for Mobile Devices	214	Establishing a Social Media Strategy	260
Proofre	ading Your Message	216	Developing Social Media Content	262 267
Distribu	ting Your Message	218	Managing the Organizational Challenges of Social Media	
	NICATION CHALLENGES AT Type Together	218	Social Networking for Business Communication Categories of Social Networking Platforms	267 268
Key T		219	Four Content Strategies for Business Social Networking	268
,	nary of Learning Objectives	219	Successful Business Blogging	270
	Your Knowledge	220	Business Applications of Blogging	270
Apply	Your Knowledge	220	Tips for Successful Blogging	271
	ice Your Skills	220	Twitter and Other Microblogging Systems	274
•	nd Your Skills Your Career	223 223	Business Applications of Microblogging	275
	PING AS A PROFESSIONAL Being Dependable	223	Tips for Effective Business Tweets	276
	ountable	205	Collaborative Writing on Wikis	276
APPLY YO	OUR SKILLS NOW Make QA Part of Your		Management and Design Considerations for Wikis	276
	nication Process	217	Tips for Successful Wiki Writing	277
			COMMUNICATION CHALLENGES AT ExterionMedia	278
	Part 3		Key Terms	278
Diait	al, Social, and Visual Media 2	27	Summary of Learning Objectives Test Your Knowledge	279 279
Digit	ai, oodiai, ai lu visuai ivieula 2	<u> </u>	Apply Your Knowledge	279
7			Practice Your Skills	280
	Digital Media	229	Expand Your Skills	281
COMMUN	NICATION CLOSE-UP AT Futurice	229	Build Your Career	281
Digital N	Media for Business Communication	230	INTELLIGENT COMMUNICATION TECHNOLOGY Monitoring the Social Media Sphere with Smart Listening Tools	262
Digital I	vicaia ioi busii iess ooitiittiuliicatiolt	200	the occial integra ophiere with other tristering 1001s	202

		Request Specific Action in a Courteous Close	323
9 Visual Media	287	Common Examples of Routine Requests	323
COMMUNICATION CLOSE-UP AT Tableau Software	287	Asking for Information or Action Asking for Recommendations	323 323
	200	Making Claims and Requesting Adjustments	325
Understanding Visual Communication The Power of Images	288 288	Strategy for Routine Replies, Routine Messages	
The Visual Evolution in Business Communication	289	and Positive Messages	328
Visual Design Principles	290	Open with the Main Idea	328
The Ethics of Visual Communication	291	Provide Necessary Details and Explanation	329
	293	End with a Courteous Close	329
Identifying Points to Illustrate		Common Examples of Routine Replies, Routine	
Selecting Visuals for Presenting Data	294	Messages, and Positive Messages	330
Tables	294	Answering Requests for Information and Action	330
Line and Surface Charts	296 297	Granting Claims and Requests for Adjustment	330
Bar Charts, Pictograms, and Gantt Charts Scatter and Bubble Diagrams	297 297	Providing Recommendations and References	331
Radar Diagrams	299	Sharing Routine Information	333
Pie Charts	300	Writing Instructions	334
Data Visualization	301	Announcing Good News	334
Selecting Visuals for Presenting Information,		Fostering Goodwill	334
Concepts, and Ideas	301	COMMUNICATION CHALLENGES AT Productivity	
Flowcharts and Organization Charts	301	Report	337
Maps	303	Key Terms	338
Illustrations, Diagrams, and Photographs	303	Summary 0f Learning Objectives	338
Infographics	304	Test Your Knowledge	338
Producing and Integrating Visuals	304	Apply Your Knowledge	338
Creating Visuals	305	Practice Your Skills	339
Integrating Visuals with Text	305	Expand Your Skills	341
Verifying the Quality of Your Visuals	306	Build Your Career	341
Visual Media on Mobile Devices	307	ETHICS DETECTIVE Solving the Case of the Imaginary	
		Good News	328
Producing Business Videos	308	DEVELOPING AS A PROFESSIONAL Maintaining a	
Step 1: Preproduction Step 2: Production	308 310	Confident, Positive Outlook	335
Step 2: Production Step 3: Postproduction	310	·	
		44	
COMMUNICATION CHALLENGES AT Tableau Software	312	Writing Negative Messages	347
Key Terms	313		
Summary of Learning Objectives	313	COMMUNICATION CLOSE-UP AT British Petroleum	347
Test Your Knowledge	314 314	Using the Three-Step Writing Process for	
Apply Your Knowledge Practice Your Skills	314	Negative Messages	348
Expand Your Skills	316	Step 1: Planning a Negative Message	348
Build Your Career	317	Step 2: Writing Negative Messages	349
INTELLIGENT COMMUNICATION TECHNOLOGY	017	Step 3: Completing Negative Messages	350
Augmented Reality and Virtual Reality	289	Using the Direct Approach for Negative	
ETHICS DETECTIVE Solving the Case of the Hidden		Messages	351
Numbers	293	Open with a Clear Statement of the Bad News	351
		Provide Reasons and Additional Information	351
		Close on a Respectful Note	352
5.14		Using the Indirect Approach for Negative	
Part 4		Messages	352
Brief Messages	319	Open with a Buffer	352
		Provide Reasons and Additional Information	353
→ Writing Routine and Positive		Continue with a Clear Statement of the Bad News	354
Messages	321	Close on a Respectful Note	355
	021	Maintaining High Standards of Ethics	
COMMUNICATION CLOSE-UP AT Productivity		and Etiquette	356
Report	321	Sending Negative Messages on Routine	
Strategy for Routine Requests	322	Business Matters	357
Open with Your Request	322	Making Negative Announcements on Routine	
Explain and Justify Your Request	322	Business Matters	357

Rejecting Suggestions and Proposals	357		
Refusing Routine Requests	359	Part 5	
Handling Bad News About Transactions	359		444
Refusing Claims and Requests for Adjustment	360	Reports and Proposals	411
Sending Negative Organizational News	361	J C Finalina Frankration and	
Communicating Under Normal Circumstances	362	Finding, Evaluating, and Processing Information	
Responding to Negative Information in a Social		Processing Information	413
Media Environment	364	_	41;
Communicating in a Crisis	364	COMMUNICATION CLOSE-UP AT Strategyzer	
Sending Negative Employment Messages	365	Planning Your Research	414
Refusing Requests for Recommendations and References	365	Maintaining Ethics and Etiquette in Your Research	41
Refusing Social Networking Recommendation		Familiarizing Yourself with the Subject	41
Requests	366	Identifying Information Gaps	41
Rejecting Job Applications	366	Prioritizing Research Needs	41
Giving Negative Performance Reviews	368	Conducting Secondary Research	416
Terminating Employment	368	Evaluating Sources	41
		Locating Sources	41
COMMUNICATION CHALLENGES AT British Petroleum	370	Documenting Your Sources	42
Key Terms	370		
Summary Of Learning Objectives	370	Conducting Primary Research	42
Test Your Knowledge	372	Gathering Information with Surveys	42
Apply Your Knowledge	372	Gathering Information with Interviews	42
Practice Your Skills	372	Processing Data and Information	425
Expand Your Skills	374	Quoting, Paraphrasing, and Summarizing	42
Build Your Career	374	Analyzing Numeric Data	42
	071		
ETHICS DETECTIVE Soft Sell, Hard Results	356	Applying Your Findings	428
		Summarizing Your Research	42
APPLY YOUR SKILLS NOW PREPARE YOURSELF FOR A		Drawing Conclusions	42
DIFFICULT CONVERSATION	362	Making Recommendations	42
		Making Your Research Available to Others	42
12 Writing Persuasive Messages		COMMUNICATION CHALLENGES AT Strategyzer	429
Messages	383	Key Terms	430
		Summary of Learning Objectives	430
COMMUNICATION CLOSE-UP AT Stitch Fix	383	Test Your Knowledge	43
Using the Three-Step Writing Process for		Apply Your Knowledge	43
Persuasive Messages	384	Practice Your Skills	43
Step 1: Planning Persuasive Messages	384	Expand Your Skills	43
	387	•	433
Step 2: Writing Persuasive Messages		Build Your Career	43
Step 3: Completing Persuasive Messages	387	INTELLIGENT COMMUNICATION TECHNOLOGY Finding	
Developing Persuasive Business Messages	388	Meaning with Text Mining	42
Strategies for Persuasive Business Messages	388		
Common Examples of Persuasive Business Messages	395	11	
Developing Marketing and Sales Messages	397	Planning Reports and Proposals	435
Planning Marketing and Sales Messages	397		
Writing Conventional Marketing and Sales Messages	398	COMMUNICATION CLOSE-UP AT John Deere	43
Writing Promotional Messages for Social Media	398	Applying the Three-Step Writing Process to	
Creating Promotional Messages for Mobile Devices	399	Reports and Proposals	436
	000	Analyzing the Situation	430
Maintaining High Standards of Ethics,		,	
Legal Compliance, and Etiquette	400	Gathering Information	44
COMMUNICATION CHALLENGES AT Stitch Fix	401	Selecting the Right Combination of Media and Channels	44
Key Terms	401	Organizing Your Information	44
	401	Planning Informational Reports	442
Summary of Learning Objectives Test Your Knowledge	401	Organizational Strategies for Informational Reports	44
9		Creating Successful Business Plans	44
Apply Your Knowledge	403	Planning Analytical Reports	444
Practice Your Skills	403	Organizational Strategies for Analytical Reports	44:
Expand Your Skills	404	Effective Analytical Reports: An Example	44
Build Your Career	404		
APPLY YOUR SKILLS NOW Making Difficult Requests	392	Planning Proposals	448
ETHICS DETECTIVE Solving the Case of the Incredible		Organizational Strategies for Proposals	45
Credibility	400	Effective Proposals: An Example	45

COMMUNICATION CHALLENGES AT John Deere	457	Delivering a Presentation	517
Key Terms	457	Choosing Your Presentation Method	518
Summary Of Learning Objectives	457	Practicing Your Delivery	518
Test Your Knowledge	458	Preparing to Speak	518
Apply Your Knowledge	458	Overcoming Anxiety	518
Practice Your Skills	458	Handling Questions Responsively	520
Expand Your Skills	460	Giving Impromptu Speeches	521
Build Your Career	460	Ensuring Successful Team Presentations	521
ETHICS DETECTIVE Solving the Case of the Overblov		Incorporating Technology in Your	
Proposal	452	Presentation	522
		Embracing the Backchannel	523
		Giving Presentations Online	523
Writing and Completing Reports and Proposals	463	COMMUNICATION CHALLENGES AT Barnett	
		International	525
COMMUNICATION CLOSE-UP AT	460	Key Terms	525
PricewaterhouseCoopers	463	Summary of Learning Objectives	525
Writing Reports and Proposals: Adapting to		Test Your Knowledge	526
Your Audience	464	Apply Your Knowledge	526
Being Sensitive to Your Audience's Needs	464	Practice Your Skills	526
Building Strong Relationships with Your Audience	464	Expand Your Skills	527
Controlling Your Style and Tone	464	Build Your Career	527
Make Your Reports Easier to Read	465	<b>DEVELOPING AS A PROFESSIONAL</b> Recovering	
Drafting Report Content	467	from Disasters	520
Provide Quality Content	467		
Make Your Reports Easier to Write	468	Enhancing Procentations	
Drafting Proposal Content	468	Enhancing Presentations	
Define the Proposal's Purpose	468	with Slides and Other	
Select the Elements to Include in a Proposal	469	Visuals	531
Completing Reports and Proposals	471	COMMUNICATION CLOSE-UP AT Duarte	531
Producing Formal Reports and Proposals	472		
Distributing Reports and Proposals	475	Planning Your Presentation Visuals	532
Writing Requests for Proposals	476	Selecting the Type of Visuals to Use	532 533
	170	Verifying Your Design Plans	
COMMUNICATION CHALLENGES AT PricewaterhouseCoopers	493	Choosing Structured or Free-Form Slides	533
·		Advantages and Disadvantages of Structured Slides	534
Key Terms	493	Advantages and Disadvantages of Free-Form Slides	535
Summary of Learning Objectives Test Your Knowledge	493 494		
Apply Your Knowledge	494	Designing Effective Slides	536
Practice Your Skills	494	Designing Slides Around a Key Visual	536
Expand Your Skills	495	Selecting Design Elements	536
Build Your Career	495	Maintaining Design Consistency	539
Balla Todi Garcei	400	Creating Effective Slide Content	539
		Writing Readable Content	539
Part 6	)	Creating Charts and Tables for Slides	540
Developing and Delivering		Adding Animation and Multimedia	541
Business Presentations	503	Using Presentation Software to Create Visual Reports	543
1 Dasiness i resentations	300	Using Mobile Devices in Presentations	544
4 Developing Dyscoptations in		Completing Slides and Support Materials	544
16 Developing Presentations in		Creating Navigation and Support Slides	545
a Social Media Environment	505	Creating Effective Handouts	546
COMMUNICATION CLOSE-UP AT Barnett		COMMUNICATION CHALLENGES AT Duarte	548
International	505	Key Terms	549
Diamina a Duagastatias	F00	Summary of Learning Objectives	549
Planning a Presentation	506	Test Your Knowledge	550
Analyzing the Situation	506 508	Apply Your Knowledge	550
Selecting the Best Combination of Media and Channels	508 500	Practice Your Skills	550
Organizing a Presentation	509	Expand Your Skills	552
Crafting Presentation Content	512	Build Your Career	552
Adapting to Your Audience	512	DEVELOPING AS A PROFESSIONAL Being a	
Developing Your Presentation	514	Team Player	542

		Common Types of Interviews and Interview Questions	600
Part 7		Interview Media	602
Writing Employment Messages		What Employers Look For in an Interview	604
and Interviewing for Jobs	555	Preemployment Testing and Background Checks	604
	•		
A Duilding Coroors and Writing	~	Preparing for a Job Interview  Learning About the Organization and the Position	605 605
Building Careers and Writing		Thinking Ahead About Questions	605
Résumés	557	Boosting Your Confidence	608
COMMUNICATION CLOSE-UP AT Accenture	557	Polishing Your Interview Style	608
		Presenting a Professional Image	610
Finding the Ideal Opportunity in Today's Job	550	Being Ready When You Arrive	610
Market	<b>558</b> 559	Interviewing for Success	611
Writing the Story of You Learning to Think Like an Employer	559	The Warm-Up	611
Researching Industries and Companies of Interest	559	The Question-and-Answer Stage	611
Translating Your General Potential into a Specific Solution		The Close	613
for Each Employer	560	Interview Notes	613
Taking the Initiative to Find Opportunities	562	Following Up After an Interview	614
Building Your Network	562	Follow-Up Message	614
Seeking Career Counseling	563	Message of Inquiry	614 616
Avoiding Career-Search Mistakes	564	Request for a Time Extension Letter of Acceptance	616
Planning Your Résumé	564	Letter Declining a Job Offer	616
Analyzing Your Purpose and Audience	565	Letter of Resignation	616
Gathering Pertinent Information	566	COMMUNICATION CHALLENGES AT Patreon	618
Selecting the Best Media and Channels	566 566	Key Terms	619
Organizing Your Résumé Around Your Strengths Addressing Areas of Concern	567	Summary of Learning Objectives	619
· ·		Test Your Knowledge	619
Writing Your Résumé	568	Apply Your Knowledge	620
Keeping Your Résumé Honest	568	Practice Your Skills	620
Adapting Your Résumé to Your Audience Composing Your Résumé	568 569	Expand Your Skills	621
		Build Your Career	621
Completing Your Résumé	573	INTELLIGENT COMMUNICATION TECHNOLOGY	
Revising Your Résumé	573	Getting Comfortable with Al-Assisted Recruiting	500
Producing Your Résumé Proofreading Your Résumé	575 578	and Interviewing	599
Distributing Your Résumé	579	INTELLIGENT COMMUNICATION TECHNOLOGY Improving Fairness and Finding Better Talent with	
•		Blind Auditions	604
Building an Effective LinkedIn Profile	580		
COMMUNICATION CHALLENGES AT Accenture	583	Appendix <b>A</b>	
Key Terms Summary of Learning Objectives	583 584	Format and Layout of Business	
Test Your Knowledge	584	Documents	627
Apply Your Knowledge	584	First Impressions	607
Practice Your Skills	585	First Impressions	627
Expand Your Skills	586	Paper Customization	627 627
Build Your Career	586	Appearance	627
<b>DEVELOPING AS A PROFESSIONAL</b> Striving to Excel	564	Letters	628
INTELLIGENT COMMUNICATION TECHNOLOGY Make		Standard Letter Parts	628
Friends with the Résumé Bots	570	Additional Letter Parts	631
		Letter Formats	633
Applying and Interviewing		Envelopes	634
19 Applying and Interviewing for Employment	591	Addressing The Envelope	635
COMMUNICATION CLOSE-UP AT Patreon	591	Folding To Fit	637
		International Mail	637
Submitting Your Résumé	592	Memos	639
Writing Application Letters Following up After Submitting a Résumé	592 598	Reports	639
Understanding the Interviewing Process	598	Margins	639
The Typical Sequence of Interviews	598	Headings Page Numbers	640 640
VI 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			

13

App	pendix <b>B</b>			1.6 Other Parts of Speech	663
Dod	cumentation of Report Sources	641		1.7 Sentences	669
	·		2.0	Punctuation	668
Chic	ago Humanities Style	641		2.1 Periods	668
In	-Text Citation—Chicago Humanities Style	641		2.2 Question Marks 2.3 Exclamation Points	668 668
В	ibliography—Chicago Humanities Style	642		2.4 Semicolons	668
APA	Style	644		2.5 Colons	669
In	-Text Citation – APA Style	644		2.6 Commas	669
Li	st Of References – APA Style	644		2.7 Dashes	670
MLA	A Style	644		2.8 Hyphens	67
	-Text Citation – MLA Style	644		2.9 Apostrophes	67
	st of Works Cited—MLA Style	645		2.10 Quotation Marks	671
	st of Works Offed—MLA Otyle	043		2.11 Parentheses and Brackets 2.12 Ellipses	672 672
Λ			3.0	Mechanics	673
	pendix <b>C</b>			3.1 Capitalization	673
Correction Symbols		648		3.2 Underscores and Italics	674
				3.3 Abbreviations	675
Handbook of Grammar, Mechanics,				3.4 Numbers	675
	Usage	651		3.5 Word Division	676
	nostic Test of English Skills	651	4.0	Vocabulary	676
_	·			4.1 Frequently Confused Words	670
Assessment of English Skills		653		4.2 Frequently Misused Words     4.3 Frequently Misspelled Words	678 679
Esse	entials of Grammar, Mechanics, and Usage	653		4.4 Transitional Words and Phrases	680
1.0	Grammar	653			
	1.1 Nouns	654		me Index	68
	1.2 Pronouns	655			
	1.3 Verbs	657		Subject Index	
	1.4 Adjectives	661		Jeot IIIuex	684
	1.5 Adverbs	662			