

















Business Communication Today

FIFTEENTH EDITION

Courtland L. Bovée • John V. Thill



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



Business Communication Today, Global Edition

Table of Contents

F	r۸	nt	Cc	ver

Title Page

Copyright Page

Contents

Preface

Acknowledgments

About the Authors

Part 1 Understanding the Foundations of Business Communication

1 Professional Communication in a Digital, Social, Mobile World

Communication Close-up at KLM

Understanding Why Communication Matters

Communication Is Important to Your Career

Communication Is Important to Your Company

What Makes Business Communication Effective?

Communicating as a Professional

Understanding What Employers Expect from You

Communicating in an Organizational Context

Adopting an Audience-Centered Approach

Exploring the Communication Process

The Conventional Communication Model

Barriers in the Communication Environment

Inside the Mind of Your Audience

The Social Communication Model

Using Technology to Improve Communication

The Potential Benefits of Communication Technology

The Spectrum of Contemporary Communication Technology

Committing to Ethical and Legal Communication

Forms of Unethical Communication

Distinguishing Ethical Dilemmas from Ethical Lapses

Ensuring Ethical Communication

Ensuring Legal Communication

Developing Skills for Your Career

Communication Challenges at KLM



Key Terms

Summary of Learning Objectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Apply Your Skills Now Practice Your Professionalism

2 Collaboration, Interpersonal Communication, and Business Etiquette

Communication Close-up at Opentext

Communicating Effectively in Teams

Types of Teams

Advantages and Disadvantages of Teams

Characteristics of Effective Teams

Group Dynamics

Virtual Teams

Collaborating on Communication Efforts

Collaboration Arrangements

Givingand Responding Toconstructive Feedback

Technologies for Collaborative Communication

Making Your Meetings More Productive

Preparing for Meetings

Leading and Contributing to Efficient Meetings

Putting Meeting Results to Productive Use

Conducting Virtual Meetings

Improving Your Listening Skills

Understanding Why Listening Is Such a Complex Process

Becoming a Better Listener

Improving Your Nonverbal Communication Skills

Recognizing Nonverbal Communication

Using Nonverbal Communication Effectively

Developing Your Business Etiquette

Business Etiquette in the Workplace

Business Etiquette in Social Settings

Online Etiquette

Telephone Etiquette

Mobile Device Etiquette

Communication Challenge at Opentext

Key Terms

Summary of LearningObjectives



Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Ethics Detective How Did We Turn into I?

Intelligent Communication Technology Hi, Im an Algorithm, Your New Teammate

3 Communication Challenges in a Diverse, Global Marketplace

Communication Close-up at Siemens AG

Understanding the Opportunities and Challenges of Communication in a Diverse World

The Opportunities in a Global Marketplace

The Advantages of a Diverse Workforce

The Challenges of Intercultural Communication

Developing Cultural Competency

Understanding the Concept of Culture

Overcoming Ethnocentrism and Stereotyping

Recognizing Variations in a Diverse World

Contextual Differences

Legal and Ethical Differences

Social Norms and Customs

Nonverbal Communication

Age Differences

Gender Differences

Religious Differences

Ability Differences

Adapting to Other Business Cultures

Guidelines for Adapting to Any Business Culture

Guidelines for Adapting to U.S. Business Culture

Improving Intercultural Communication Skills

Studying Other Cultures

Studying Other Languages

Respecting Preferences for Communication Style

Writing Clearly

Speaking and Listening Carefully

Helping Others Adapt to Your Culture

Communication Challenges at Siemens AG

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge



Practice Your Skills

Expand Your Skills

Build Your Career

Intelligent Communication Technology Real-Time Translation

Part 2 Applying the Three-Step Writing Process

4 Planning Business Messages

Communication Close-up at Wolff Olins

Understanding the Three-Step Writing Process

Optimizing Your Writing Time

Planning Effectively

Analyzing the Situation

Defining Your Purpose

Developing an Audience Profile

Gathering Information

Uncovering Audience Needs

Finding Your Focus

Providing Required Information

Selecting the Best Combination of Media and Channels

The Most Common Media and Channel Options

Factors to Consider When Choosing Media and Channels

Organizing Your Information

Defining Your Main Idea

Limiting Your Scope

Choosing Between Direct and Indirect Approaches

Outlining Your Content

Building Reader Interest with Storytelling Techniques

Communication Challenges at Wolff Olins

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Ethics Detective Am I Getting the Whole Story?

Intelligent Communication Technology Shaping Stories with the Help of Artificial Intelligence

5 Writing Business Messages

Communication Close-up at Lumen/Kaleigh Moore

Adapting to Your Audience: Being Sensitive to Audience Needs



Using the You Attitude

Maintaining Standards of Etiquette

Emphasizing the Positive

Using Bias-free Language

Adapting to Your Audience: Building Strong Relationships

Establishing Your Credibility

Projecting Your Companys Image

Adapting to Your Audience: Controlling Your Style and Tone

Creating a Conversational Tone

Using Plain Language

Selecting the Active or Passive Voice

Composing Your Message: Choosing Powerful Words

Using Words Correctly

Using Words Effectively

Understanding Denotation and Connotation

Balancing Abstract and Concrete Words

Composing Your Message: Creating Effective Sentences

Choosing from the Four Types of Sentences

Using Sentence Style to Emphasize Key Thoughts

Composing Your Message: Crafting Unified, Coherent Paragraphs

Creating the Elements of a Paragraph

Choosing the Best Way to Develop Each Paragraph

Writing Messages for Mobile Devices

Communication Challenges at Lumen/kaleigh Moore

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Intelligent Communication Technology Amplifying Your Writing with Augmented Writing Software

Apply Your Skills Now Think Now, Write Later

6 Completing Business Messages

Communication Close-up at Type Together

Revising Your Message: Evaluating the First Draft

Evaluating Your Content, Organization, Style, and Tone

Evaluating, Editing, and Revising the Work of Others

Revising to Improve Readability



Varying the Length of Your Sentences

Keeping Your Paragraphs Short

Using Lists and Bullets to Clarify and Emphasize

Adding Headings and Subheadings

Editing for Clarity and Conciseness

Editing for Clarity

Editing for Conciseness

Producing Your Message

Designing for Readability

Formatting Formal Letters and Memos

Designing Messages for Mobile Devices

Proofreading Your Message

Distributing Your Message

Communication Challenges at Type Together

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Developing as a Professional Being Dependable and Accountable

Apply Your Skills Now Make QA Part of Your Communication Process

Part 3 Digital, Social, and Visual Media

7 Digital Media

Communication Close-up at Futurice

Digital Media for Business Communication

Digital and Social Media Options

Compositional Modes for Digital and Social Media

The Emoji Questionovercoming the Limitations of Lean Media

Email

Planning Email Messages

Writing Email Content

The Subject Line: Persuading People to Open Your Messages

Completing Email Messages

Business Messaging

Categories of Business Messaging

Tips for Successful Messaging

Website Content

Organizing Website Content



Drafting Website Content

Podcasting

Communication Challenges at Futurice

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Apply Your Skills Now Develop Professional-Grade Email Skills

Intelligent Communication Technology Nice Chatting with You

8 Social Media

Communication Close-up at ExterionMedia

How Businesses Use Social Media for Internal and External Communication

Strategies and Tactics for Successful Social Media Use

Establishing a Social Media Strategy

Developing Social Media Content

Managing the Organizational Challenges of Social Media

Social Networking for Business Communication

Categories of Social Networking Platforms

Four Content Strategies for Business Social Networking

Successful Business Blogging

Business Applications of Blogging

Tips for Successful Blogging

Twitter and Other Microblogging Systems

Business Applications of Microblogging

Tips for Effective Business Tweets

Collaborative Writing on Wikis

Management and Design Considerations for Wikis

Tips for Successful Wiki Writing

Communication Challenges at Exterionmedia

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Intelligent Communication Technology Monitoring the Social Media Sphere with Smart



Listening Tools

9 Visual Media

Communication Close-up at Tableau Software

Understanding Visual Communication

The Power of Images

The Visual Evolution in Business Communication

Visual Design Principles

The Ethics of Visual Communication

Identifying Points to Illustrate

Selecting Visuals for Presenting Data

Tables

Line and Surface Charts

Bar Charts, Pictograms, and Gantt Charts

Scatter and Bubble Diagrams

Radar Diagrams

Pie Charts

Data Visualization

Selecting Visuals for Presenting Information, Concepts, and Ideas

Flowcharts and Organization Charts

Maps

Illustrations, Diagrams, and Photographs

Infographics

Producing and Integrating Visuals

Creating Visuals

Integrating Visuals with Text

Verifying the Quality of Your Visuals

Visual Media on Mobile Devices

Producing Business Videos

Step 1: Preproduction

Step 2: Production

Step 3: Postproduction

Communication Challenges at Tableau Software

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Intelligent Communication Technology Augmented Reality and Virtual Reality



Ethics Detective Solving the Case of the Hidden Numbers

Part 4 Brief Messages

10 Writing Routine and Positive Messages

Communication Close-up at Productivity Report

Strategy for Routine Requests

Open with Your Request

Explain and Justify Your Request

Request Specific Action in a Courteous Close

Common Examples of Routine Requests

Asking for Information or Action

Asking for Recommendations

Making Claims and Requesting Adjustments

Strategy for Routine Replies, Routine Messages, and Positive Messages

Open with the Main Idea

Provide Necessary Details and Explanation

End with a Courteous Close

Common Examples of Routine Replies, Routine Messages, and Positive Messages

Answering Requests for Information and Action

Granting Claims and Requests for Adjustment

Providing Recommendations and References

Sharing Routine Information

Writing Instructions

Announcing Good News

Fostering Goodwill

Communication Challenges at Productivity Report

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Ethics Detective Solving the Case of the Imaginary Good News

Developing as a Professional Maintaining a Confident, Positive Outlook

11 Writing Negative Messages

Communication Close-up at British Petroleum

Using the Three-Step Writing Process for Negative Messages

Step 1: Planning a Negative Message

Step 2: Writing Negative Messages

Step 3: Completing Negative Messages

Using the Direct Approach for Negative Messages



Open with a Clear Statement of the Bad News

Provide Reasons and Additional Information

Close on a Respectful Note

Using the Indirect Approach for Negative Messages

Open with a Buffer

Provide Reasons and Additional Information

Continue with a Clear Statement of the Bad News

Close on a Respectful Note

Maintaining High Standards of Ethics and Etiquette

Sending Negative Messages on Routine Business Matters

Making Negative Announcements on Routine Business Matters

Rejecting Suggestions and Proposals

Refusing Routine Requests

Handling Bad News About Transactions

Refusing Claims and Requests for Adjustment

Sending Negative Organizational News

Communicating Under Normal Circumstances

Coach Yourself

Responding to Negative Information in a Social Media Environment

Communicating in a Crisis

Sending Negative Employment Messages

Refusing Requests for Recommendations and References

Refusing Social Networking Recommendation Requests

Rejecting Job Applications

Giving Negative Performance Reviews

Terminating Employment

Communication Challenges at British Petroleum

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Ethics Detective Soft Sell, Hard Results

Apply your Skills now Prepare Yourself for a Difficult Conversation

12 Writing Persuasive Messages

Communication Close-up at Stitch Fix

Using the Three-Step Writing Process for Persuasive Messages

Step 1: Planning Persuasive Messages

Step 2: Writing Persuasive Messages



Step 3: Completing Persuasive Messages

Developing Persuasive Business Messages

Strategies for Persuasive Business Messages

Common Examples of Persuasive Business Messages

Developing Marketing and Sales Messages

Planning Marketing and Sales Messages

Writing Conventional Marketing and Sales Messages

Writing Promotional Messages for Social Media

Creating Promotional Messages for Mobile Devices

Maintaining High Standards of Ethics, Legal Compliance, and Etiquette

Communication Challenges at Stitch Fix

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Apply Your Skills Now Making Difficult Requests

Ethics Detective Solving the Case of the Incredible Credibility

Part 5 Reports and Proposals

13 Finding, Evaluating, and Processing Information

Communication Close-up at Strategyzer

Planning Your Research

Maintaining Ethics and Etiquette in Your Research

Familiarizing Yourself with the Subject

Identifying Information Gaps

Prioritizing Research Needs

Conducting Secondary Research

Evaluating Sources

Locating Sources

Documenting Your Sources

Conducting Primary Research

Gathering Information with Surveys

Gathering Information with Interviews

Processing Data and Information

Quoting, Paraphrasing, and Summarizing

Analyzing Numeric Data

Applying Your Findings

Summarizing Your Research



Drawing Conclusions

Making Recommendations

Making Your Research Available to Others

Communication Challenges at Strategyzer

Key Terms

Summary of Learning Objectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Build Your Career

Intelligent Communication Technology Finding Meaning with Text Mining

14 Planning Reports and Proposals

Communication Close-up at John Deere

Applying the Three-step Writing Process to Reports and Proposals

Analyzing the Situation

Gathering Information

Selecting the Right Combination of Media and Channels

Organizing Your Information

Planning Informational Reports

Organizational Strategies for Informational Reports

Creating Successful Business Plans

Planning Analytical Reports

Organizational Strategies for Analytical Reports

Effective Analytical Reports: an Example

Planning Proposals

Organizational Strategies for Proposals

Effective Proposals: an Example

Communication Challenges at John Deere

Key Terms

Summary of LearningObjectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Ethics Detective Solving the Case of the Overblown Proposal

15 Writing and Completing Reports and Proposals

Communication Close-up at PricewaterhouseCoopers

Writing Reports and Proposals: Adapting to Your Audience

Being Sensitive to Your Audiences Needs



Building Strong Relationships with Your Audience

Controlling Your Style and Tone

Make Your Reports Easier to Read

Drafting Report Content

Provide Quality Content

Make Your Reports Easier to Write

Drafting Proposal Content

Define the Proposals Purpose

Select the Elements to Include in a Proposal

Completing Reports and Proposals

Producing Formal Reports and Proposals

Distributing Reports and Proposals

Writing Requests for Proposals

Communication Challenges at Pricewaterhousecoopers

Key Terms

Summary of Learning Objectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Part 6 Developing and Delivering Business Presentations

16 Developing Presentations in a Social Media Environment

Communication Close-up at Barnett International

Planning a Presentation

Analyzing the Situation

Selecting the Best Combination of Media and Channels

Organizing a Presentation

Crafting Presentation Content

Adapting to Your Audience

Developing Your Presentation

Delivering a Presentation

Choosing Your Presentation Method

Practicing Your Delivery

Preparing to Speak

Overcoming Anxiety

Handling Questions Responsively

Giving Impromptu Speeches

Ensuring Successful Team Presentations

Incorporating Technology in Your Presentation



Embracing the Backchannel

Giving Presentations Online

Communication Challenges at Barnett International

Key Terms

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Developing as a Professional Recovering from Disasters

17 Enhancing Presentations with Slides and Other Visuals

Communication Close-up at Duarte

Planning Your Presentation Visuals

Selecting the Type of Visuals to Use

Verifying Your Design Plans

Choosing Structured or Free-form Slides

Advantages and Disadvantages of Structured Slides

Advantages and Disadvantages of Free-form Slides

Designing Effective Slides

Designing Slides Around a Key Visual

Selecting Design Elements

Maintaining Design Consistency

Creating Effective Slide Content

Writing Readable Content

Creating Charts and Tables for Slides

Adding Animation and Multimedia

Using Presentation Software to Create Visual Reports

Using Mobile Devices in Presentations

Completing Slides and Support Materials

Creating Navigation and Support Slides

Creating Effective Handouts

Communication Challenges at Duarte

Key Terms

Summary of Learning Objectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Developing as a Professional Being a Team Player



Part 7 Writing Employment Messages and Interviewing for Jobs

18 Building Careers and Writing Résumés

Communication Close-up at

Finding the Ideal Opportunity in Todays Job Market

Writing the Story of You

Learning to Think Like an Employer

Researching Industries and Companies of Interest

Translating Your General Potential into a Specific Solution for Each Employer

Taking the Initiative to Find Opportunities

Building Your Network

Seeking Career Counseling

Planning Your Résumé

Avoiding Career-search Mistakes

Analyzing Your Purpose and Audience

Gathering Pertinent Information

Selecting the Best Media and Channels

Organizing Your Résumé Around Your Strengths

Addressing Areas of Concern

Writing Your Résumé

Keeping Your Résumé Honest

Adapting Your Résumé to Your Audience

Composing Your Résumé

Completing Your Résumé

Revising Your Résumé

Producing Your Résumé

Proofreading Your Résumé

Distributing Your Résumé

Building an Effective Linkedin Profile

Communication Challenges at Accenture

Key Terms

Summary of Learning Objectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Developing as a Professional Striving to Excel

Intelligent Communication Technology Make Friends with the Résumé Bots

19 Applying and Interviewing for Employment

Communication Close-up at Patreon



Submitting Your Résumé

Writing Application Letters

Following Up After Submitting a Résumé

Understanding the Interviewing Process

The Typical Sequence of Interviews

Common Types of Interviews and Interview Questions

Interview Media

What Employers Look for in an Interview

Preemployment Testing and Background Checks

Preparing for a Job Interview

Learning About the Organization and the Position

Thinking Ahead About Questions

Boosting Your Confidence

Polishing Your Interview Style

Presenting a Professional Image

Being Ready When You Arrive

Interviewing for Success

The Warm-up

The Question-and-answer Stage

The Close

Interview Notes

Following Up After an Interview

Follow-up Message

Message of Inquiry

Request for a Time Extension

Letter of Acceptance

Letter Declining a Job Offer

Letter of Resignation

Communication Challenges at Patreon

Key Terms

Summary of Learning Objectives

Test Your Knowledge

Apply Your Knowledge

Practice Your Skills

Expand Your Skills

Build Your Career

Intelligent Communication Technology Getting Comfortable with Al-Assisted Recruiting and Interviewing

Intelligent Communication Technology Improving Fairness and Finding Better Talent with Blind Auditions

Appendix A



First Impressions Paper Customization Appearance Format and Layout of Business Documents Letters Standard Letter Parts Additional Letter Parts Letter Formats Envelopes Addressing the Envelope Folding to Fit International Mail Memos Reports Margins Headings Page Numbers Appendix B Chicago Humanities Style In-Text Citation Chicago Humanities Style Bibliography Humanities Style **Documentation of Report Sources** MLA Style In-Text CitationAPA Style List of ReferencesAPA Style Apa Style In-Text CitationMLA Style List of Works CitedMLA Style Appendix C Correction Symbols Handbook of Grammar, Mechanics, and Usage Diagnostic Test of English Skills Essentials of Grammar, Mechanics, and Usage Assessment of English Skills



1.0 Grammar 1.1 Nouns

- 1.2 Pronouns
- 1.3 Verbs
- 1.4 Adjectives
- 1.5 Adverbs
- 1.6 Other Parts of Speech
- 1.7 Sentences

2.0 Punctuation

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

3.0 Mechanics

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

4.0 Vocabulary

- 4.1 Frequently Confused Words
- 4.2 Frequently Misused Words
- 4.3 Frequently Misspelled Words
- 4.4 Transitional Words and Phrases

Name Index

Subject Index

