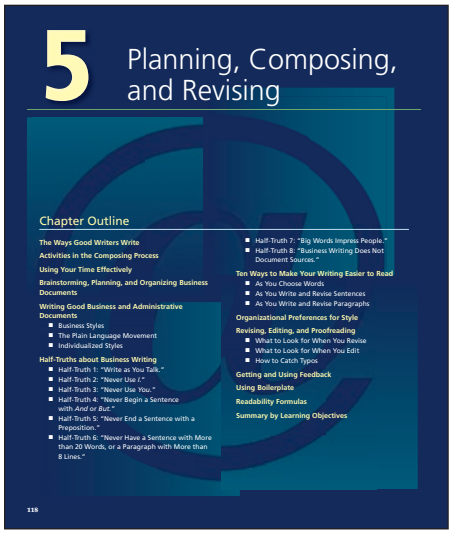
Chapter Pedagogy

Chapter Outline and Learning Objectives

Each chapter begins with a chapter outline and learning objectives to guide students as they study. The chapter summary is organized by learning objectives and followed by learning objective review questions.



5 Planning, Composing, and Revising

Chapter Outline

- The Ways Good Writers Write
- Activities in the Composing Process
- Using Your Time Effectively
- Brainstorming, Planning, and Organizing Business Documents
- Writing Good Business and Administrative Documents
  - Business Styles
  - The Plain Language Movement
  - Individualized Styles
- Half-Truths about Business Writing
  - Half-Truth 1: "Write as You Talk."
  - Half-Truth 2: "Never Use *I*."
  - Half-Truth 3: "Never Use *You*."
  - Half-Truth 4: "Never Begin a Sentence with *And* or *But*."
  - Half-Truth 5: "Never End a Sentence with a Preposition."
  - Half-Truth 6: "Never Have a Sentence with More than 20 Words, or a Paragraph with More than 8 Lines."
  - Half-Truth 7: "Big Words Impress People."
  - Half-Truth 8: "Business Writing Does Not Document Sources."
- Ten Ways to Make Your Writing Easier to Read
  - As You Choose Words
  - As You Write and Revise Sentences
  - As You Write and Revise Paragraphs
- Organizational Preferences for Style
- Revising, Editing, and Proofreading
  - What to Look for When You Revise
  - What to Look for When You Edit
  - How to Catch Typos
- Getting and Using Feedback
- Using Boilerplate
- Readability Formulas
- Summary by Learning Objectives

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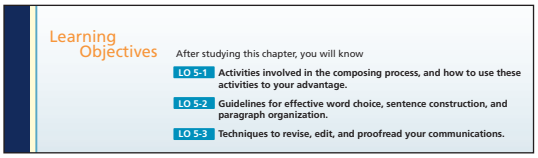
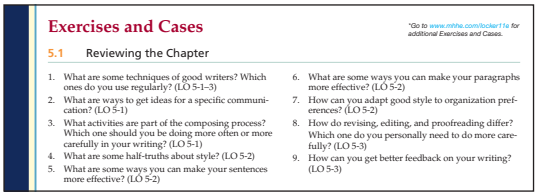


Learning Objectives

After studying this chapter, you will know

- LO 5-1 Activities involved in the composing process, and how to use these activities to your advantage.
- LO 5-2 Guidelines for effective word choice, sentence construction, and paragraph organization.
- LO 5-3 Techniques to revise, edit, and proofread your communications.



Exercises and Cases

"Go to www.mhhe.com/locker11e for additional Exercises and Cases.

5.1 Reviewing the Chapter

1. What are some techniques of good writers? Which ones do you use regularly? (LO 5-1–3)
2. What are ways to get ideas for a specific communication? (LO 5-1)
3. What activities are part of the composing process? Which one should you be doing more often or more carefully in your writing? (LO 5-1)
4. What are some half-truths about style? (LO 5-2)
5. What are some ways you can make your sentences more effective? (LO 5-2)
6. What are some ways you can make your paragraphs more effective? (LO 5-2)
7. How can you adapt good style to organization preferences? (LO 5-2)
8. How do revising, editing, and proofreading differ? Which one do you personally need to do more carefully? (LO 5-3)
9. How can you get better feedback on your writing? (LO 5-3)

Business Communication in the News

Each chapter is introduced with a current news article relevant to the chapter's concepts. These opening articles set the stage for the chapter's content and allow students a glimpse at how the material applies in the business world.

NEWSWORTHY COMMUNICATION

Designing for Success

With its detailed analysis of pages of financial data, investment research is not usually associated with good graphic design. But for Morningstar, an international investment research firm, graphic design is central to its business. Morningstar's clients count on the firm's well-designed infographics to "demystify and enliven investing."

The dedication to design began early at Morningstar. Soon after it was founded in 1984, the firm spent $50,000 for a professionally designed corporate logo. Since then, the company has continued to focus on design, not just in its documents, but also in all of its products, websites, and even the architecture and interior design at the corporate offices.

Maintaining the commitment to high-quality design is so important that the head of the design department at Morningstar is part of the company's executive team and reports to the chairman and CEO.

This focus on incorporating excellent design as a central part of the business model has paid off for Morningstar. It is now a $3.2 billion company that was included in the *Fortune* "100 Best Companies to Work For" list in 2011 and 2012. According to Morningstar's CEO, Joe Mansueto, a good portion of that success is a result of the company's focus on design: "I think the cost-benefit payoff is very, very high."

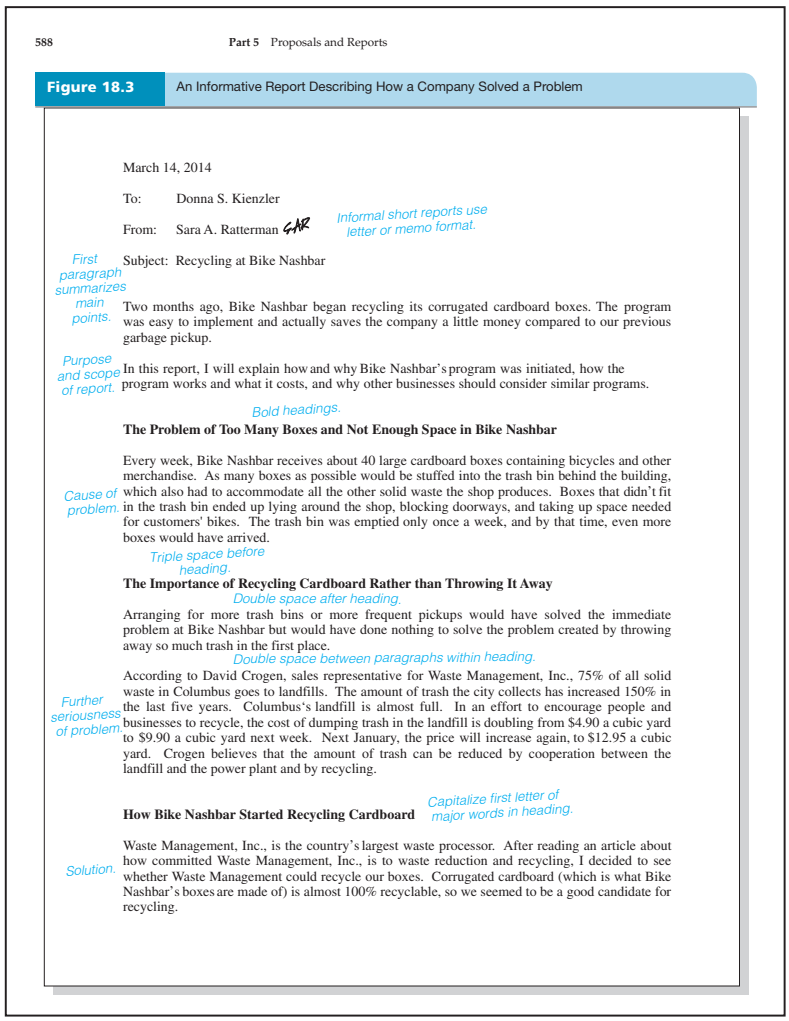
Source: Barbara T. Armstrong, "Good Design Is Good Business. Just Ask Morningstar," *Forbes.com*, April 2, 2013, http://www.forbes.com/sites/barbaraarmstrong/2013/04/02/good-design-is-good-business-just-ask-morningstar/.

Wealth of Sidebar Examples

These novel and interesting examples effectively enhance student understanding of key concepts. Featured in the margins of every chapter, these sidebars cover topic areas that include International, Legal/Ethical, Just for Fun, Technology, Web, and On the Job. In addition, gold stars identify "classic" sidebars.

Full-Page Sample Documents

A variety of visual examples featuring full-sized letters, e-mails, reports, and résumés are presented in the text. These examples include the authors' "handwritten" annotations, explaining communication miscues, while offering suggestions for improvement.



588 **Part 5** Proposals and Reports

Figure 18.3 An Informative Report Describing How a Company Solved a Problem

March 14, 2014

To: Donna S. Kienzler

From: Sara A. Ratterman SAR

Informal short reports use letter or memo format.

Subject: Recycling at Bike Nashbar

First paragraph summarizes main points.

Two months ago, Bike Nashbar began recycling its corrugated cardboard boxes. The program was easy to implement and actually saves the company a little money compared to our previous garbage pickup.

Purpose and scope of report.

In this report, I will explain how and why Bike Nashbar's program was initiated, how the program works and what it costs, and why other businesses should consider similar programs.

Bold headings.

The Problem of Too Many Boxes and Not Enough Space in Bike Nashbar

Cause of problem.

Every week, Bike Nashbar receives about 40 large cardboard boxes containing bicycles and other merchandise. As many boxes as possible would be stuffed into the trash bin behind the building, which also had to accommodate all the other solid waste the shop produces. Boxes that didn't fit in the trash bin ended up lying around the shop, blocking doorways, and taking up space needed for customers' bikes. The trash bin was emptied only once a week, and by that time, even more boxes would have arrived.

Triple space before heading.

The Importance of Recycling Cardboard Rather than Throwing It Away

Double space after heading.

Arranging for more trash bins or more frequent pickups would have solved the immediate problem at Bike Nashbar but would have done nothing to solve the problem created by throwing away so much trash in the first place.

Double space between paragraphs within heading.

Further seriousness of problem.

According to David Crogen, sales representative for Waste Management, Inc., 75% of all solid waste in Columbus goes to landfills. The amount of trash the city collects has increased 150% in the last five years. Columbus's landfill is almost full. In an effort to encourage people and businesses to recycle, the cost of dumping trash in the landfill is doubling from $4.90 a cubic yard to $9.90 a cubic yard next week. Next January, the price will increase again, to $12.95 a cubic yard. Crogen believes that the amount of trash can be reduced by cooperation between the landfill and the power plant and by recycling.

Capitalize first letter of major words in heading.

How Bike Nashbar Started Recycling Cardboard

Solution.

Waste Management, Inc., is the country's largest waste processor. After reading an article about how committed Waste Management, Inc., is to waste reduction and recycling, I decided to see whether Waste Management could recycle our boxes. Corrugated cardboard (which is what Bike Nashbar's boxes are made of) is almost 100% recyclable, so we seemed to be a good candidate for recycling.

Good and Bad Examples

Paired effective and ineffective communication examples are presented so students can pinpoint better ways to phrase messages to help improve their communication skills. Commentaries in red and blue inks indicate poor or good methods of message communication and allow for easy comparison.

3. Don't talk about feelings, except to congratulate or offer sympathy. In most business situations, your feelings are irrelevant and should be omitted.

Lacks you-attitude: We are happy to extend you a credit line of $15,000.

You-attitude: You can now charge up to $15,000 on your American Express card.

It *is* appropriate to talk about your own emotions in a message of congratulations or condolence.

You-attitude: Congratulations on your promotion to district manager! I was really pleased to read about it.

Don't talk about your audience's feelings, either. It's distancing to have others tell us how we feel—especially if they are wrong.

Lacks you-attitude: You'll be happy to hear that Open Grip Walkway Channels meet OSHA requirements.

You-attitude: Open Grip Walkway Channels meet OSHA requirements.

Maybe the audience expects that anything you sell would meet government regulations (OSHA—the Occupational Safety and Health Administration—is a federal agency). The audience may even be disappointed if they expected higher standards. Simply explain the situation or describe a product's features; don't predict the audience's response.

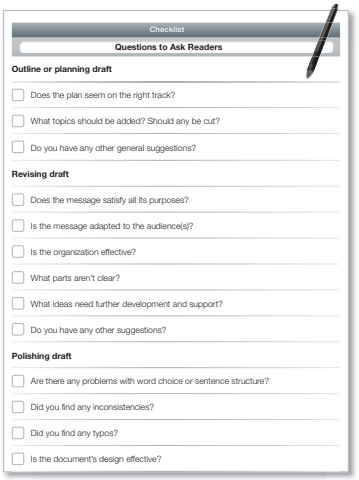
When you have good news, simply give the good news.

Lacks you-attitude: You'll be happy to hear that your scholarship has been renewed.

You-attitude: Congratulations! Your scholarship has been renewed.

Checklists

Checklists for important messages appear throughout the book. These helpful lists serve as a handy reference guide of items to keep in mind when composing and editing messages.


Checklist

Questions to Ask Readers

Outline or planning draft

- ☐ Does the plan seem on the right track?
- ☐ What topics should be added? Should any be cut?
- ☐ Do you have any other general suggestions?

Revising draft

- ☐ Does the message satisfy all its purposes?
- ☐ Is the message adapted to the audience(s)?
- ☐ Is the organization effective?
- ☐ What parts aren't clear?
- ☐ What ideas need further development and support?
- ☐ Do you have any other suggestions?

Polishing draft

- ☐ Are there any problems with word choice or sentence structure?
- ☐ Did you find any inconsistencies?
- ☐ Did you find any typos?
- ☐ Is the document's design effective?

Exercises and Cases

These hands-on exercises are flexible and can be used as in-class discussions or as individual and group assignments. These workplace exercises allow students to assume a role or perform a task in a variety of realistic business scenarios. Helpful "hints" provide structure and guidance to students for them to complete the exercises.

Teaching Support

Instructor Library

Connect's instructor library serves as a one-stop, secure site for essential course materials, allowing you to save prep time before class. The instructor resources found in the library include:

Instructor Manual The Instructor's Manual, which contains

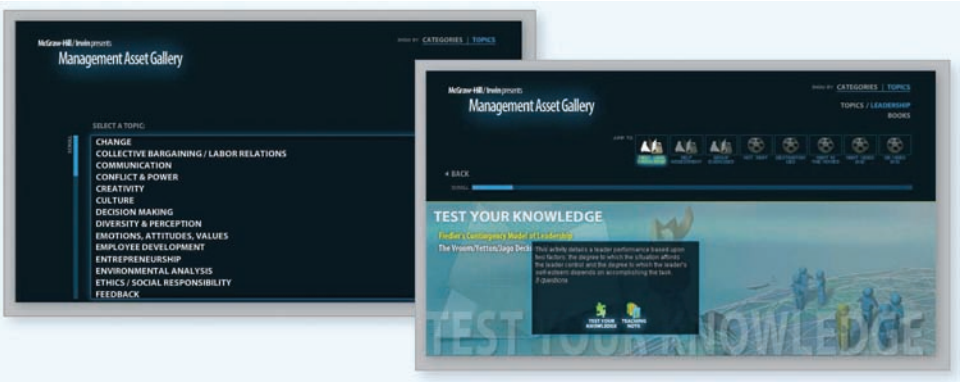
- **Answers to all exercises,** an overview and difficulty rating for each problem, and, for several of the problems in the book, a detailed analysis, discussion questions, and a good solution.
- **Additional exercises and cases** for diagnostic and readiness tests, grammar and style, and for letters, memos, and reports.
- **Lesson plans and class activities for each chapter.** You'll find discussion guides, activities to reinforce chapter materials and prepare students for assignments, and handouts for group work, peer editing, and other activities.
- **Sample syllabi** for courses with different emphases and approaches.

Test Bank The Test Bank contains approximately 1,400 test items with answers. Each is tagged with learning objective, level of difficulty (corresponding to Bloom's taxonomy of educational objectives), and AACSB standards.

EZ Test Online McGraw-Hill's EZ Test Online is a flexible and easy-to-use electronic testing program. The program allows instructors to create tests from book-specific items, accommodates a wide range of question types, and enables instructors to even add their own questions. Multiple versions of a test can be created, and any test can be exported for use with course management systems such as WebCT and Blackboard or with any other course management system. EZ Test Online is accessible to busy instructors virtually anywhere via the web, and the program eliminates the need to install test software. For more information about EZ Test Online, please see the website at **www.eztestonline.com**.

PowerPoint® PowerPoint® presentations with lecture notes, graphics, and figures from the book to further explain concepts from the text.

Management Asset Gallery McGraw-Hill is excited to provide a one-stop shop for our wealth of assets, making it quick and easy for instructors to locate specific materials to enhance their course.



All of the following can be accessed within the Management Asset Gallery:

Manager's Hot Seat—This interactive, video-based application puts students in the manager's hot seat, builds critical thinking and decision-making skills, and allows students to apply concepts to real managerial challenges. Students watch as 15 real managers apply their years of experience when confronting unscripted issues such as bullying in the workplace, cyber loafing, globalization, intergenerational work conflicts, workplace violence, and leadership versus management.

Self-Assessment Gallery—Unique among publisher-provided self-assessments, our 23 self-assessments give students background information to ensure they understand the purpose of the assessment. Students test their values, beliefs, skills, and interests in a wide variety of areas, allowing them to personally apply chapter content to their own lives and careers.

Every self-assessment is supported with PowerPoints and an instructor manual in the Management Asset Gallery, making it easy for the instructor to create an engaging classroom discussion surrounding the assessments.

Online Learning Center (OLC)

A limited set of student study tools, as well as all instructor resources can also be accessed on the following password protected website: **www.mhhe.com/locker11e**.

McGraw-Hill Customer Experience Group Contact Information

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Course Design and Delivery

Create

Craft your teaching resources to match the way you teach! With McGraw-Hill Create, **www.mcgrawhillcreate.com**, you can easily rearrange chapters, combine material from other content sources, and quickly upload content you have written, like your course syllabus or teaching notes. Find the content you need in Create by searching through thousands of leading McGraw-Hill textbooks. Arrange your book to fit your teaching style. Create even allows you to personalize your book's appearance by selecting the cover and adding your name, school, and course information. Order a Create book and you'll receive a complimentary print review copy in three to five business days or a complimentary electronic review copy (eComp) via e-mail in about one hour. Go to **www.mcgrawhillcreate.com** today and register. Experience how McGraw-Hill Create empowers you to teach *your* students *your* way.

E-Book Option

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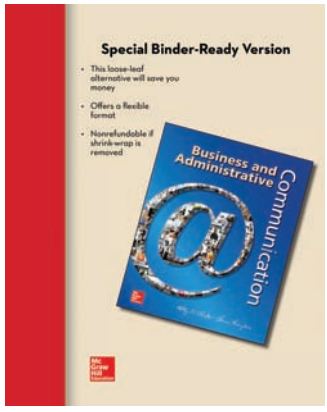
Through CourseSmart, students have the flexibility to access an exact replica of their textbook from any computer that has Internet service, without plug-ins or special software, via the online version or to create a library of books on their hard drive via the downloadable version. Access to the CourseSmart e-books lasts for one year.

Features: CourseSmart e-books allow students to highlight, take notes, organize notes, and share the notes with other CourseSmart users. Students can also search for terms across all e-books in their purchased CourseSmart library. CourseSmart e-books can be printed (five pages at a time).

Visit **www.coursesmart.com** for more information and to purchase access to our e-books. CourseSmart allows students to try one chapter of the e-book, free of charge, before purchase.

Binder-Ready Loose-Leaf Text

This full-featured text is provided as an option to the price-sensitive student. It is a four-color text that's three-hole punched and made available at a discount to students. It is also available in a package with *Connect Plus.*



Tegrity Campus

Tegrity makes class time available 24/7 by automatically capturing every lecture in a searchable format for students to review when they study and complete assignments. With a simple one-click start-and-stop process, you capture all computer screens and corresponding audio. Students can replay any part of any class with easy-to-use browser-based viewing on a PC or Mac. Educators know that the more students can see, hear, and experience class resources, the better they learn. In fact, studies prove it. With patented Tegrity "search anything" technology, students instantly recall key class moments for replay online, or on iPods and mobile devices. Instructors can help turn all their students' study time into learning moments immediately supported by their lecture. To learn more about Tegrity, watch a two-minute Flash demo at **http://tegritycampus.mhhe.com**.

Blackboard® Partnership

McGraw-Hill and Blackboard have teamed up to simplify your life. Now you and your students can access *Connect* and *Create* right from within your Blackboard course—all with one single sign-on. The grade books are seamless, so when a student completes an integrated *Connect* assignment, the grade for that assignment automatically (and instantly) feeds your Blackboard grade center. Learn more at **www.domorenow.com**.

McGraw-Hill Campus™

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Assurance of Learning Ready

Many educational institutions today are focused on the notion of *assurance of learning,* an important element of some accreditation standards. ***Business and Administrative Communication*** is designed specifically to support your assurance of learning initiatives with a simple, yet powerful solution. Each test bank question for ***Business and Administrative Communication*** maps to a specific chapter learning objective listed in the text. You can use our test bank software, EZ Test and EZ Test

Online, or *Connect* ***Business Communication*** to easily query for learning outcomes/objectives that directly relate to the learning objectives for your course. You can then use the reporting features of EZ Test to aggregate student results in similar fashion, making the collection and presentation of assurance of learning data simple and easy.

AACSB Tagging

McGraw-Hill is a proud corporate member of AACSB International. Understanding the importance and value of AACSB accreditation, this text recognizes the curricula guidelines detailed in the AACSB standards for business accreditation by connecting selected questions in the test bank to the six general knowledge and skill guidelines in the AACSB standards.

The statements contained in this text are provided only as a guide for the users of this textbook. The AACSB leaves content coverage and assessment within the purview of individual schools, the mission of the school, and the faculty. While ***Business and Administrative Communication*** and the teaching package make no claim of any specific AACSB qualification or evaluation, we have within ***Business and Administrative Communication*** labeled selected questions according to the six general knowledge and skills areas.

ACKNOWLEDGMENTS

All writing is in some sense collaborative. This book in particular builds upon the ideas and advice of teachers, students, and researchers. The people who share their ideas in conferences and publications enrich not only this book but also business communication as a field.

Many people reviewed the 11th edition, suggesting what to change and what to keep. We thank all of these reviewers for their attention to detail and their promptness!

Eve Ash, *Oklahoma State University Tulsa*

Tracy Austin, *Sam Houston State University*

Sarah Bleakney, *Georgia Institute of Technology*

Yvonne Block, *College of Lake County*

Nicole Buzzetto-More, *University of Maryland Eastern Shore*

Rosemarie Cramer, *Community College of Baltimore County*

Tena Crews, *University of South Carolina*

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Tanya Patrick, *Clackamas Community College*

Kara Romance, *Indiana University of Pennsylvania*

Tim Rowe, *SUNY Fredonia*

Bobbie Schnepf, *South Central Louisiana Technical College–River Parishes*

Stacey Short, *Northern Illinois University*

Chris Ziemnowicz, *University of North Carolina at Pembroke*

In addition, the book continues to benefit from people who advised me on earlier editions:

Mark Alexander, *Indiana Wesleyan University*

Bill Allen, *University of LaVerne*

Vanessa Arnold, *University of Mississippi*

Lynn Ashford, *Alabama State University*

Jean Baird, *Brigham Young University–Idaho*

Lenette Baker, *Valencia Community College*

Dennis Barbour, *Purdue University–Calumet*

Laura Barelman, *Wayne State College*

Fiona Barnes, *University of Florida*

Jan Barton-Zimerman, *University of Nebraska–Kearney*

Jaye Bausser, *Indiana University–Purdue University at Fort Wayne*

Sallye Benoit, *Nicholls State University*

Michael Benton, *Bluegrass Community and Technology College*

Raymond W. Beswick, *formerly of Synerude, Ltd.*

Carole Bhakar, *The University of Manitoba*

Cathie Bishop, *Parkland College*

Randi Meryl Blank, *Indiana University*
Yvonne Block, *College of Lake County*
Bennis Blue, *Virginia State University*
John Boehm, *Iowa State University*
Maureen S. Bogdanowicz, *Kapi'olani Community College*
Kendra S. Boggess, *Concord College*
Melanie Bookout, *Greenville Technical College*
Christy Ann Borack, *California State University–Fullerton; Orange Coast College–Costa Mesa*
Mary Young Bowers, *Northern Arizona University*
Charles P. Bretan, *Northwood University*
Paula Brown, *Northern Illinois University*
Vincent Brown, *Battelle Memorial Institute*
William Brunkan, *Augustana College*
John Bryan, *University of Cincinnati*
Phyllis Bunn, *Delta State University*
Trudy Burge, *University of Nebraska–Lincoln*
Janice Burke, *South Suburban College of Cook County*
Nicole Buzzetto-More, *University of Maryland–East Shore*
Robert Callahan, *The University of Texas–San Antonio*
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Susan H. Delagrange, *The Ohio State University*
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Susan Finnerty, *John Carroll University*
Bartlett Finney, *Park University–Parkville*
Mary Ann Firmin, *Oregon State University*

Melissa Fish, *American River College*
W. Clark Ford, *Middle Tennessee State University*
Louisa Fordyce, *Westmoreland County Community College*
Paula J. Foster, *Foster Communication*
Mildred Franceschi, *Valencia Community College–West Camp*
Linda Fraser, *California State University–Fullerton*
Silvia Fuduric, *Wayne State University*
Lynda Fuller, *Wilmington University*
Robert D. Gieselman, *University of Illinois*
Cheryl Glenn, *Pennsylvania State University*
Wade Graves, *Grayson County College*
Mary Greene, *Prince George's Community College*
Jane Greer
Daryl Grider, *West Virginia State College*
Peter Hadorn, *Virginia Commonwealth University*
Ed Hagar, *Belhaven College*
Elaine Hage, *Forsythe Technical Community College*
Barbara Hagler, *Southern Illinois University*
Robert Haight, *Kalamazoo Valley Community College*
Mark Hama, *Angelo State University*
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Kathy Harris, *Northwestern State University*
Mark Harstein, *University of Illinois*
Maxine Hart, *Baylor University*
Vincent Hartigan, *New Mexico State University*
David Hawes, *Owens Community College*
Charles Hebert, *The University of South Carolina*
Tanya Henderson, *Howard University*
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Kathy Hill, *Sam Houston State University*
Robert Hill, *University of LaVerne*
Kenneth Hoffman, *Emporia State University*
Elizabeth Hoger, *Western Michigan University*
Carole A. Holden, *County College of Morris*
Carlton Holte, *California State University–Sacramento*
Glenda Hudson, *California State University–Bakersfield*
Elizabeth Huettman, *Cornell University*
Melissa Ianetta, *University of Southern Indiana*
Susan Isaacs, *Community College of Philadelphia*
Daphne A. Jameson, *Cornell University*
Elizabeth Jenkins, *Pennsylvania State University*
Carolyn Jewell, *Fayetteville State University*
Lee Jones, *Shorter College*
Paula R. Kaiser, *University of North Carolina–Greensboro*
Jeremy Kemp, *San Jose State University*
Robert W. Key, *University of Phoenix*
Joy Kidwell, *Oregon State University*
Susan E. Kiner, *Cornell University*
Lisa Klein, *The Ohio State University*
Gary Kohut, *University of North Carolina–Charlotte*
Sarah McClure Kolk, *Hope College*
Patti Koluda, *Yakima Valley Community College*
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Linda M. LaDuc, *University of Massachusetts–Amherst*

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I'm pleased to know that the book has worked so well for so many people and appreciative of suggestions for ways to make it even more useful in this edition. I especially want to thank the students who have allowed me to use their letters and memos, whether or not they allowed me to use their real names in the text.

I am grateful to all the businesspeople who have contributed. The companies where I have done research and consulting work have given me insights into the problems and procedures of business and administrative communication. Special acknowledgment is due Joseph T. Ryerson & Son, Inc., where Kitty created the Writing Skills program that ultimately became the first draft of this book. And I thank the organizations that permitted McGraw-Hill/Irwin to reproduce their documents in this book and in the ancillaries.

Special thanks go to three assistants. Jackie Hoermann, an Iowa State University graduate student, performed research wonders, checked all citations, wrote some sidebars, and sorted reams of material into useful bundles. Danica Schieber, another Iowa State University graduate student, wrote new exercises. Jacob Rawlins, an assistant professor in the College of Business at the University of Louisville, wrote all of the Newsworthy Communications and updated Chapter 8, "Working and Writing in Teams," as well as the three chapters of the job unit: "Building Résumés," "Writing Job Application Letters," and "Interviewing, Writing Follow-Up Messages, and Succeeding in the Job."

The publisher, McGraw-Hill/Irwin, provided strong editorial and staff support. I wish to thank Anke Weekes for editorial help, Kelly Pekelder for caring so much, as well as Diane Nowaczyk, Debra Kubiak, and Susan Lombardi for the appearance of the book and website. Further thanks go to Sarah Evertson for finding such wonderful photos and Rebecca Lazure for her great support and triage abilities while guiding *BAC* through production, and Michael Gedatus and Elizabeth Steiner for their marketing abilities.

And, finally, I thank my husband, Jim, who provided support, research, editorial assistance, proofreading, and major formatting work.

Continuing the Conversation

This edition incorporates the feedback I've received from instructors who used earlier editions. Tell me about your own success stories teaching *Business and Administrative Communication.* I look forward to hearing from you!

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