THIRTEENTH EDITION

> GLOBAL EDITION

Excellence in Business Communication

John V. Thill

CHAIRMAN AND CHIEF EXECUTIVE OFFICER GLOBAL COMMUNICATION STRATEGIES

Courtland L. Bovée

PROFESSOR OF BUSINESS COMMUNICATION C. ALLEN PAUL DISTINGUISHED CHAIR GROSSMONT COLLEGE



Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Dubai • Singapore • Hong Kong Tokyo • Seoul • Taipei • New Delhi • Cape Town • Sao Paulo • Mexico City • Madrid • Amsterdam • Munich • Paris • Milan

Contents

Preface 15 Prologue 27

PART 1 Understanding the Foundations of Business Communication 39

Professional Communication in a Digital, Social, Mobile World 40 COMMUNICATING AT KLM 40 Understanding Why Communication Matters 41 Communication Is Important to Your Career 41 Communication Is Important to Your Company 42 What Makes Business Communication Effective? 43 Communicating as a Professional 43 Understanding What Employers Expect from You 45 Communicating in an Organizational Context 46 Adopting an Audience-Centered Approach 47 Exploring the Communication Process 47 The Conventional Communication Model 48 Barriers in the Communication Environment 49 Inside the Mind of Your Audience 50 The Social Communication Model 52 Using Technology to Improve Communication 53 The Potential Benefits of Communication Technology 53 The Spectrum of Contemporary Communication Technology 54 Committing to Ethical and Legal Communication 57 Forms of Unethical Communication 57 Distinguishing Ethical Dilemmas from Ethical Lapses 63 Ensuring Ethical Communication 64 Ensuring Legal Communication 65 Developing Skills for Your Career 65 Applying What You've Learned 66 SOLVING COMMUNICATION DILEMMAS AT KLM 66 Learning Objectives Checkup 68 Key Terms 69 Apply Your Knowledge 70 Practice Your Skills 70 Expand Your Skills 72 Build Your Career 72

Improve Your Grammar, Mechanics, and Usage 72

APPLY YOUR SKILLS NOW Practice Your Professionalism 46

PRACTICING ETHICAL COMMUNICATION Are You My Adviser or My Advisor? 62



Interpersonal Communication Skills 74

COMMUNICATING AT OpenText 74 Improving Your Listening Skills 75 Understanding Why Listening Is Such a Complex Process 75 Becoming a Better Listener 77 Improving Your Nonverbal Communication Skills 81 Recognizing Nonverbal Communication 81 Using Nonverbal Communication Effectively 82 Developing Your Conversational Skills 84 Initiating Business Conversations 84 Maintaining a Positive Conversational Flow 85 Gracefully Concluding a Conversation 86 Handling Difficult Conversations 86 Managing Workplace Conflict 88 Why Conflict Arises in the Workplace 88 Constructive Versus Destructive Conflict 88 Steps to Resolve Conflict 89 Developing Your Skills as a Negotiator 92 Understanding the Principles of Negotiation 92 Preparing for a Negotiation 92 Engaging in Negotiation 94 SOLVING COMMUNICATION DILEMMAS AT **OpenText** 96 Learning Objectives Checkup 97 Key Terms 99 Apply Your Knowledge 99 Practice Your Skills 99 Expand Your Skills 100 Build Your Career 100 Improve Your Grammar, Mechanics, and Usage 100

FIVE-MINUTE GUIDE TO RESOLVING WORKPLACE CONFLICT 103

FIVE-MINUTE GUIDE TO BUSINESS NEGOTIATIONS 104

APPLY YOUR SKILLS NOW Prepare Yourself for a Difficult Conversation 87



Collaboration and Business Etiquette 105

COMMUNICATING AT ING 105

Communicating Effectively in Teams 106 Types of Teams 106 Advantages and Disadvantages of Teams 107 Characteristics of Effective Teams 108 Group Dynamics 108 Virtual Teams 110

Collaborating on Communication Efforts 111 Collaboration Arrangements 111

Giving—and Responding to—Constructive Feedback 112 Technologies for Collaborative Communication 113

Making Your Meetings More Productive 115

Preparing for Meetings 116 Leading and Contributing to Efficient Meetings 116 Putting Meeting Results to Productive Use 119 Conducting Virtual Meetings 121

Developing Your Business Etiquette 123

Business Etiquette in the Workplace 124 Business Etiquette in Social Settings 125 Online Etiquette 125 Telephone Etiquette 126 Mobile Device Etiquette 127

SOLVING COMMUNICATION DILEMMAS AT ING 127

Learning Objectives Checkup 128 Key Terms 130 Apply Your Knowledge 130 Practice Your Skills 130 Expand Your Skills 131 Build Your Career 132 Improve Your Grammar, Mechanics, and Usage 132

FIVE-MINUTE GUIDE TO BETTER BUSINESS MEETINGS 135

DEVELOPING AS A PROFESSIONAL Being a Team Player 107

INTELLIGENT COMMUNICATION TECHNOLOGY Hi, I'm an Algorithm, Your New Teammate 115

4 Communication Challenges in a Diverse, Global Marketplace 136

COMMUNICATING AT Siemens AG 136

Understanding the Opportunities and Challenges of Communication in a Diverse World 137 The Opportunities in a Global Marketplace 137 The Advantages of a Diverse Workforce 138 The Challenges of Intercultural Communication 138 **Developing Cultural Competency** 139 Understanding the Concept of Culture 139 Overcoming Ethnocentrism and Stereotyping 139 Recognizing Variations in a Diverse World 140 Contextual Differences 140 Legal and Ethical Differences 141 Social Norms and Customs 141 Nonverbal Communication 142 Age Differences 143 Gender Differences 143 Religious Differences 144 Ability Differences 144

Adapting to Other Business Cultures 145

Guidelines for Adapting to Any Business Culture 145 Guidelines for Adapting to U.S. Business Culture 145

Improving Intercultural Communication Skills 146 Studying Other Cultures 146 Studying Other Languages 147

Respecting Preferences for Communication Style 148 Writing Clearly 149 Speaking and Listening Carefully 151 Helping Others Adapt to Your Culture 155

SOLVING COMMUNICATION DILEMMAS AT Siemens AG 156

Learning Objectives Checkup 157

Key Terms 158 Apply Your Knowledge 159 Practice Your Skills 159 Expand Your Skills 160 Build Your Career 160 Improve Your Grammar, Mechanics, and Usage 160

INTELLIGENT COMMUNICATION TECHNOLOGY Real-Time Translation 155

PART 2 Applying the Three-Step Writing Process 163

5 Planning Business Messages 164

COMMUNICATING AT Wolff Olins 164

Understanding the Three-Step Writing Process 165 Optimizing Your Writing Time 165

Planning Effectively 166 Analyzing the Situation 166 Defining Your Purpose 167

Developing an Audience Profile 167 Gathering Information 169

Uncovering Audience Needs 170 Finding Your Focus 170 Providing Required Information 170

Selecting the Best Combination of Media and Channels 172

The Most Common Media and Channel Options 172 Factors to Consider When Choosing Media and Channels 178

Organizing Your Information 179

Defining Your Main Idea 179 Limiting Your Scope 180 Choosing Between Direct and Indirect Approaches 181 Outlining Your Content 181 Building Reader Interest with Storytelling Techniques 183

SOLVING COMMUNICATION DILEMMAS AT

Wolff Olins 187

Learning Objectives Checkup 188 Key Terms 189 Apply Your Knowledge 189 Practice Your Skills 190 Expand Your Skills 191 Build Your Career 191 Improve Your Grammar, Mechanics, and Usage 192

PRACTICING ETHICAL COMMUNICATION How Much Information Is Enough? 171

INTELLIGENT COMMUNICATION TECHNOLOGY Shaping Stories with the Help of Artificial Intelligence 185

6 Writing Business Messages 194

COMMUNICATING AT Lumen/Kaleigh Moore 194

Adapting to Your Audience: Being Sensitive to Audience Needs 195

Using the "You" Attitude 195 Maintaining Standards of Etiquette 196 Emphasizing the Positive 197 Using Bias-Free Language 198 Adapting to Your Audience: Building Strong Relationships 199 Establishing Your Credibility 199

Projecting Your Company's Image 201

Adapting to Your Audience: Controlling Your Style and Tone 201

Creating a Conversational Tone 201 Using Plain Language 203 Selecting the Active or Passive Voice 203

Composing Your Message: Choosing Powerful Words 204

Using Words Correctly 204 Using Words Effectively 205 Understanding Denotation and Connotation 206 Balancing Abstract and Concrete Words 207

Composing Your Message: Creating Effective Sentences 208

Choosing from the Four Types of Sentences 208 Using Sentence Style to Emphasize Key Thoughts 210 Composing Your Message: Crafting Unified,

Coherent Paragraphs 211

Creating the Elements of a Paragraph 211 Choosing the Best Way to Develop Each Paragraph 214 Writing Messages for Mobile Devices 215

SOLVING COMMUNICATION DILEMMAS AT Lumen/Kaleigh Moore 217

Learning Objectives Checkup 218 Key Terms 219 Apply Your Knowledge 220 Practice Your Skills 220 Expand Your Skills 222 Build Your Career 223 Improve Your Grammar, Mechanics, and Usage 223

FIVE-MINUTE GUIDE TO COMPOSING A BUSINESS MESSAGE OR DOCUMENT $\ \ 225$

INTELLIGENT COMMUNICATION TECHNOLOGY

Amplifying Your Writing with Augmented Writing Software 209

APPLY YOUR SKILLS NOW Think Now, Write Later 211



COMMUNICATING AT Type Together 226

Revising Your Message: Evaluating the First Draft 227 Evaluating Your Content, Organization, Style, and Tone 229 Evaluating, Editing, and Revising the Work of Others 230

Revising to Improve Readability 230 Varying the Length of Your Sentences 231

Keeping Your Paragraphs Short 232 Using Lists and Bullets to Clarify and Emphasize 232 Adding Headings and Subheadings 233

Editing for Clarity and Conciseness 234 Editing for Clarity 234 Editing for Conciseness 235

Producing Your Message 237 Designing for Readability 238 Formatting Formal Letters and Memos 240 Designing Messages for Mobile Devices 242 Proofreading Your Message 243

Distributing Your Message 245

SOLVING COMMUNICATION DILEMMAS AT Type Together 245 Learning Objectives Checkup 246

Key Terms 248 Apply Your Knowledge 248 Practice Your Skills 248 Expand Your Skills 251 Build Your Career 251 Improve Your Grammar, Mechanics, and Usage 251

FIVE-MINUTE GUIDE TO REVISING AND PROOFREADING 253

APPLY YOUR SKILLS NOW Make QA Part of Your Communication Process 244

PART 3 Crafting Brief Business Messages 255

	Crafting Messages for Digital
Ö	Channels 256

COMMUNICATING AT Futurice 256

Digital Channels for Business Communication 257 Channel Options for Brief Messages 257 Compositional Modes for Digital Media 258 The Emoji Question-Overcoming the Limitations of Lean Media 259 Social Networking Platforms 261 Categories of Social Platforms 261 Business Communication Uses of Social Platforms 262 Communication Strategies for Business Social Networking 263 Email 267 Planning Email Messages 268 Writing Email Content 268 The Email Subject Line: Persuading People to Open Your Messages 269 Completing Email Messages 270 Business Messaging 271 Categories of Business Messaging 271 Tips for Successful Messaging 272 Blogging 274 Business Applications of Blogging 274 Tips for Successful Blogging 275 Microblogging 278 Business Applications of Microblogging 278 Tips for Effective Business Tweets 279 Podcasting 280 SOLVING COMMUNICATION DILEMMAS AT Futurice 281 Learning Objectives Checkup 282 Key Terms 284 Apply Your Knowledge 284 Practice Your Skills 284 Expand Your Skills 287 Build Your Career 287 Improve Your Grammar, Mechanics, and Usage 287 Cases 288

FIVE-MINUTE GUIDE TO BETTER BUSINESS EMAIL 292 FIVE-MINUTE GUIDE TO BETTER BLOG POSTS 293

APPLY YOUR SKILLS NOW Develop Professional-Grade Email Skills 267

INTELLIGENT COMMUNICATION TECHNOLOGY Nice Chatting with You 272

Writing Routine and Positive Messages 294 COMMUNICATING AT Productivity Report 294 Strategy for Routine Requests 295 Open with Your Request 295 Explain and Justify Your Request 296 Request Specific Action in a Courteous Close 296 Common Examples of Routine Requests 296 Asking for Information or Action 296 Asking for Recommendations 297 Making Claims and Requesting Adjustments 297 Strategy for Routine Replies, Routine Messages, and Positive Messages 300 Open with the Main Idea 300 Provide Necessary Details and Explanation 302 End with a Courteous Close 302 Common Examples of Routine Replies, Routine Messages, and Positive Messages 303 Answering Requests for Information and Action 303 Granting Claims and Requests for Adjustment 303 Providing Recommendations and References 305 Sharing Routine Information 306 Writing Instructions 307 Announcing Good News 307 Fostering Goodwill 307 SOLVING COMMUNICATION DILEMMAS AT Productivity Report 311

Learning Objectives Checkup 312 Key Terms 313 Apply Your Knowledge 313 Practice Your Skills 313 Expand Your Skills 315 Build Your Career 315 Improve Your Grammar, Mechanics, and Usage 315 Cases 316

DEVELOPING AS A PROFESSIONAL Maintaining a Confident, Positive Outlook 309

10 Writing Negative Messages 322

COMMUNICATING AT British Petroleum 322

Using the Three-Step Writing Process for Negative Messages 323

Step 1: Planning a Negative Message 323 Step 2: Writing Negative Messages 324

Step 3: Completing Negative Messages 325 Using the Direct Approach for Negative

Messages 326

Open with a Clear Statement of the Bad News 326 Provide Reasons and Additional Information 326 Close on a Respectful Note 327

Using the Indirect Approach for Negative Messages 327

Open with a Buffer 327 Provide Reasons and Additional Information 328 Continue with a Clear Statement of the Bad News 329 Close on a Respectful Note 330

Maintaining High Standards of Ethics and Etiquette 331 Sending Negative Messages on Routine Business Matters 332 Making Negative Announcements on Routine Business Matters 332 Rejecting Suggestions and Proposals 332 Refusing Routine Requests 332 Handling Bad News About Transactions 334 Refusing Claims and Requests for Adjustment 335

Sending Negative Organizational News 336

Communicating Under Normal Circumstances 337 Responding to Negative Information in a Social Media Environment 339 Communicating in a Crisis 339

Sending Negative Employment Messages 340

Refusing Requests for Recommendations and References 340 Refusing Social Networking Recommendation Requests 341 Rejecting Job Applications 342 Giving Negative Performance Reviews 343 Terminating Employment 344

SOLVING COMMUNICATION DILEMMAS AT British Petroleum 345

Learning Objectives Checkup 346 Key Terms 348 Apply Your Knowledge 348 Practice Your Skills 348 Expand Your Skills 349 Build Your Career 350 Improve Your Grammar, Mechanics, and Usage 350 Cases 351

FIVE-MINUTE GUIDE TO WRITING NEGATIVE MESSAGES 358

PRACTICING ETHICAL COMMUNICATION The Deceptive Soft Sell 331

11 Writing Persuasive Messages 360

COMMUNICATING AT Stitch Fix 360

Using the Three-Step Writing Process for Persuasive Messages 361

Step 1: Planning Persuasive Messages 362 Step 2: Writing Persuasive Messages 364

Step 3: Completing Persuasive Messages 365

Developing Persuasive Business Messages 365

Strategies for Persuasive Business Messages 365 Common Examples of Persuasive Business Messages 372

Developing Marketing and Sales Messages 374

Planning Marketing and Sales Messages 374 Writing Conventional Marketing and Sales Messages 375 Writing Promotional Messages for Social Media 376 Creating Promotional Messages for Mobile Devices 377

Maintaining High Standards of Ethics, Legal Compliance, and Etiquette 377

Solving communication dilemmas at $Stitch\ Fix\ 379$

Learning Objectives Checkup 380 Key Terms 381 Apply Your Knowledge 381 Practice Your Skills 381 Expand Your Skills 382 Build Your Career 383 Improve Your Grammar, Mechanics, and Usage 383 Cases 384

APPLY YOUR SKILLS NOW Making Difficult Requests 370

PRACTICING ETHICAL COMMUNICATION Pushing the Limits of Credibility **377**

PART 4 Preparing Reports and Presentations 391

Planning Reports and 2 Proposals 392 COMMUNICATING AT Strategyzer 392 Applying the Three-Step Writing Process to Reports and Proposals 393 Analyzing the Situation 393 Gathering Information 395 Selecting the Right Combination of Media and Channels 395 Organizing Your Information 397 Supporting Your Messages with Reliable Information 399 Planning Your Research 400 Locating Data and Information 400 Evaluating Information Sources 401 Using Your Research Results 402 Conducting Secondary Research 405 Finding Information at a Library 405 Finding Information Online 406 Documenting Your Sources 408 Conducting Primary Research 408 Conducting Surveys 408 Conducting Interviews 410 Planning Informational Reports 411 Organizing Informational Reports 411 Creating Successful Business Plans 411 Organizing Website Content 413 Planning Analytical Reports 414 Focusing on Conclusions 415 Focusing on Recommendations 416 Focusing on Logical Arguments 416 Planning Proposals 416 SOLVING COMMUNICATION DILEMMAS AT Strategyzer 422 Learning Objectives Checkup 423 Key Terms 425 Apply Your Knowledge 425 Practice Your Skills 425 Expand Your Skills 427 Build Your Career 427 Improve Your Grammar, Mechanics, and Usage 427 Cases 428 DEVELOPING AS A PROFESSIONAL Being Dependable and Accountable 401 INTELLIGENT COMMUNICATION TECHNOLOGY Finding Meaning with Text Mining 406 FIVE-MINUTE GUIDE TO PLANNING REPORTS AND PROPOSALS 433 Writing and Completing Reports 3 and Proposals 434

COMMUNICATING AT PricewaterhouseCoopers 434

Writing Reports and Proposals 435

Adapting to Your Audience 435 Drafting Report Content 435 Drafting Proposal Content 437 Writing for Websites and Wikis 439 Drafting Website Content 439 Collaborating on Wikis 440 Illustrating Your Reports with Effective Visuals 441 Understanding Visual Design Principles 441 Understanding the Ethics of Visual Communication 442 Choosing the Right Visual for the Job 444 Designing Effective Visuals 451 Completing Reports and Proposals 453 Producing Formal Reports and Proposals 454 Distributing Reports and Proposals 455 SOLVING COMMUNICATION DILEMMAS AT PricewaterhouseCoopers 473 Learning Objectives Checkup 474 Key Terms 475 Apply Your Knowledge 475 Practice Your Skills 476 Expand Your Skills 478 Build Your Career 478 Improve Your Grammar, Mechanics, and Usage 478 Cases 479 PRACTICING ETHICAL COMMUNICATION Distorting the Data 443 Developing and Delivering Business Presentations 484 COMMUNICATING AT Barnett International 484 Planning a Presentation 485 Analyzing the Situation 485 Selecting the Best Media and Channels 487 Organizing a Presentation 487 Developing a Presentation 491 Adapting to Your Audience 491 Crafting Presentation Content 492 Enhancing Your Presentation with Effective Visuals 494 Choosing Structured or Free-Form Slides 495 Designing Effective Slides 496 Integrating Mobile Devices in Presentations 500 Completing a Presentation 501 Finalizing Your Slides 502 Creating Effective Handouts 502 Choosing Your Presentation Method 502 Practicing Your Delivery 504 Delivering a Presentation 505 Overcoming Anxiety 505 Handling Questions Responsively 506 Embracing the Backchannel 507 Giving Presentations Online 508 Ensuring Successful Team Presentations 508 SOLVING COMMUNICATION DILEMMAS AT Barnett International 509 Learning Objectives Checkup 510 Key Terms 513 Apply Your Knowledge 513 Practice Your Skills 513 Expand Your Skills 515 Build Your Career 515

Improve Your Grammar, Mechanics, and Usage 515

Cases 516

DEVELOPING AS A PROFESSIONAL Recovering from Disasters 506

FIVE-MINUTE GUIDE TO PLANNING PRESENTATIONS 519

PART 5 Writing Employment Messages and Interviewing for Jobs 521

Building Careers and Writing Résumés 522

COMMUNICATING AT Patreon 522

Finding the Ideal Opportunity in Today's Job Market 523 Writing the Story of You 524

Learning to Think Like an Employer 524 Researching Industries and Companies of Interest 525 Translating Your General Potential into a Specific Solution for Each Employer 526 Taking the Initiative to Find Opportunities 527 Building Your Network 527 Seeking Career Counseling 528 Avoiding Career-Search Mistakes 528 Planning Your Résumé 529

Analyzing Your Purpose and Audience 530 Gathering Pertinent Information 531 Selecting the Best Media and Channels 531 Organizing Your Résumé Around Your Strengths 531 Addressing Areas of Concern 532

Writing Your Résumé 532 Keeping Your Résumé Honest 533 Adapting Your Résumé to Your Audience 533

Composing Your Résumé 533

Completing Your Résumé 538 Revising Your Résumé 538 Producing Your Résumé 538 Proofreading Your Résumé 543 Distributing Your Résumé 544

Building an Effective LinkedIn Profile 545 SOLVING COMMUNICATION DILEMMAS AT Patreon 548

Learning Objectives Checkup 549

Key Terms 551 Apply Your Knowledge 551 Practice Your Skills 551 Expand Your Skills 553 Build Your Career 553 Improve Your Grammar, Mechanics, and Usage 553 Cases 553

FIVE-MINUTE GUIDE TO PLANNING YOUR RÉSUMÉ 557

DEVELOPING AS A PROFESSIONAL Striving to Excel 529 INTELLIGENT COMMUNICATION TECHNOLOGY Make Friends with the Résumé Bots 535

Applying and Interviewing for 16 Employment 558

COMMUNICATING AT Burning Glass 558

Submitting Your Résumé 559 Writing Application Letters 559 Following Up After Submitting a Résumé 565 Understanding the Interviewing Process 566 The Typical Sequence of Interviews 566 Common Types of Interviews and Interview Questions 567 Interview Media 569 What Employers Look for in an Interview 571 Preemployment Testing and Background Checks 572

Preparing for a Job Interview 573

Learning About the Organization 573 Thinking Ahead About Questions 573 Boosting Your Confidence 576 Polishing Your Interview Style 576 Presenting a Professional Image 578 Being Ready When You Arrive 578

Interviewing for Success 579

The Warm-Up 579 The Question-and-Answer Stage 579 The Close 581 Interview Notes 581

Following Up After an Interview 582

Follow-Up Message 582 Message of Inquiry 582 Request for a Time Extension 584 Letter of Acceptance 584 Letter Declining a Job Offer 584 Letter of Resignation 585

SOLVING COMMUNICATION DILEMMAS AT Burning Glass 587

Learning Objectives Checkup 587 Key Terms 589 Apply Your Knowledge 589 Practice Your Skills 589 Expand Your Skills 591 Build Your Career 591 Improve Your Grammar, Mechanics, and Usage 591 Cases 592

FIVE-MINUTE GUIDE TO PREPARING FOR JOB INTERVIEWS 596

INTELLIGENT COMMUNICATION TECHNOLOGY Getting Comfortable with AI-Assisted Recruiting and Interviewing 567

INTELLIGENT COMMUNICATION TECHNOLOGY Improving Fairness and Finding Better Talent with Blind Auditions 572

Format and Layout of Business Documents 597

First Impressions 597

PAPER 597 CUSTOMIZATION 597 APPEARANCE 597

Letters 598

STANDARD LETTER PARTS 598 ADDITIONAL LETTER PARTS 601 LETTER FORMATS 603

Envelopes 605

ADDRESSING THE ENVELOPE 606 FOLDING TO FIT 607 INTERNATIONAL MAIL 607

Memos 609

Reports 609 MARGINS 610 HEADINGS 610 PAGE NUMBERS 610

APPENDIX B

Documentation of Report Sources 611

Chicago Humanities Style 611 IN-TEXT CITATION—CHICAGO HUMANITIES STYLE 611 BIBLIOGRAPHY—CHICAGO HUMANITIES STYLE 612 APA Style 614 IN-TEXT CITATION—APA STYLE 614 LIST OF REFERENCES—APA STYLE 614

MLA Style 614 IN-TEXT CITATION—MLA STYLE 614 LIST OF WORKS CITED—MLA STYLE 615

Correction Symbols 618

Handbook of Grammar, Mechanics, and Usage 620

Diagnostic Test of English Skills 620 Assessment of English Skills 622 Essentials of Grammar, Mechanics, and Usage 622 1.0 Grammar 622 1.1 NOUNS 623 1.2 PRONOUNS 624 1.3 VERBS 626 1.4 ADJECTIVES 630 1.5 ADVERBS 631 1.6 OTHER PARTS OF SPEECH 632

1.7 SENTENCES 634

2.0 Punctuation 637

2.1 PERIODS 637 2.2 QUESTION MARKS 637 2.3 EXCLAMATION POINTS 637 2.4 SEMICOLONS 637 2.5 COLONS 638 2.6 COMMAS 638 2.7 DASHES 639 2.8 HYPHENS 640 2.9 APOSTROPHES 640 2.10 QUOTATION MARKS 640 2.11 PARENTHESES AND BRACKETS 641 2.12 ELLIPSES 641 3.0 Mechanics 642 3.1 CAPITALIZATION 642 3.2 UNDERSCORES AND ITALICS 643 3.3 ABBREVIATIONS 644 3.4 NUMBERS 644 3.5 WORD DIVISION 645 4.0 Vocabulary 645 4.1 FREQUENTLY CONFUSED WORDS 645 4.2 FREQUENTLY MISUSED WORDS 647 4.3 FREQUENTLY MISSPELLED WORDS 648 4.4 TRANSITIONAL WORDS AND PHRASES 649 Answer Keys 650

Brand, Organization, and Name Index 655

Subject Index 657