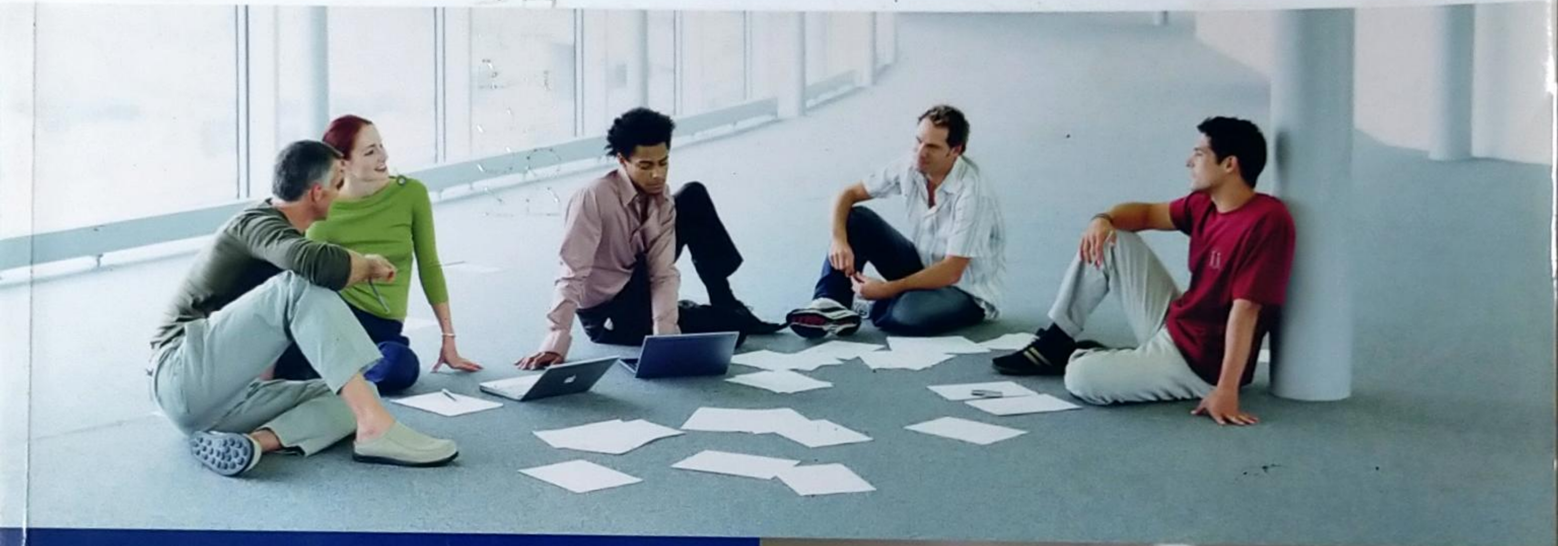
third edition

Business Communication

Building Critical Skills



Kitty O. Locker

Stephen Kyo Kaczmarek

GET READY FOR GRADEMAX!

McGraw-Hill/Irwin is pleased to provide you access to GradeMax, a revolutionary adaptive testing tool created specifically for the Business Communication course. This dynamic online-based system is designed to maximize interactive learning between instructors and students.

FOR INSTRUCTORS, GRADEMAX ALLOWS YOU TO:

- Administer unique, text-specific tests to each student to assess his or her understanding of each concept in a chapter.
- Receive powerful graphic reporting at both the class and student level to help adjust teaching emphasis.
- Assign lessons to reinforce weaker comprehension areas.

FOR STUDENTS, GRADEMAX ALLOWS YOU TO:

- Test your knowledge of business communication concepts.
- Access resource materials to sharpen your business communication know-how.

Your personal password is:

MH1864GM5843

TRƯỜNG ĐẠI HỌC CÔNG NGHIỆP HÀ NỘI
TRUNG TÂM THÔNG TIN THƯ VIỆN
07 07
00911

TO GAIN ACCESS TO GRADEMAX:

- Go to the GradeMax Registration Page at http://grademax.assetlearning.com/card.aspx
- Enter in your personal password listed above.
- Follow the registration instructions.
- During the registration process, you'll be asked to set up your account under your instructor's class. If there is no class present, let your instructor know you'd like to take advantage of GradeMax's many benefits in your class. (You can also access GradeMax through the Online Learning Center that accompanies this text—the URL is listed on the back cover or inside cover of the text).

Free access is provided for purchasers of a new book.
***Your registration code can be used only once to establish access. It is not transferable.**

ISBN-13: 978-0-07-328600-6
ISBN-10: 0-07-328600-1

Bangkok Bogotá Caracas Kuala Lumpur Lisbon London Madrid Mexico City
Milan Montreal New Delhi Santiago Seoul Singapore Sydney Taipei Toronto

Third Edition

Business Communication

BUILDING CRITICAL SKILLS

Kitty O. Locker
The Ohio State University

Stephen Kyo Kaczmarek
Columbus State Community College

GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE
QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI

McGraw-Hill
Irwin

Boston Burr Ridge, IL Dubuque, IA Madison, WI New York San Francisco St. Louis
Bangkok Bogotá Caracas Kuala Lumpur Lisbon London Madrid Mexico City
Milan Montreal New Delhi Santiago Seoul Singapore Sydney Taipei Toronto

McGraw-Hill
Irwin

BUSINESS COMMUNICATION: BUILDING CRITICAL SKILLS
Published by McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc., 1221 Avenue of the Americas, New York, NY, 10020. Copyright © 2007 by The McGraw-Hill Companies, Inc. All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of The McGraw-Hill Companies, Inc., including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning.

Some ancillaries, including electronic and print components, may not be available to customers outside the United States.

This book is printed on acid-free paper.

3 4 5 6 7 8 9 0 WCK/WCK 0 9 8 7

ISBN-13: 978-0-07-293210-2
ISBN-10: 0-07-293210-4

Editorial director: *John E. Biernat*
Publisher: *Andy Winston*
Developmental editor I: *Anna M. Chan*
Marketing manager: *Trent Whatcott*
Media producer: *Benjamin Curless*
Lead project manager: *Mary Conzachi*
Senior production supervisor: *Rose Hepburn*
Senior designer: *Mary E. Kazak*
Photo research coordinator: *Lori Kramer*
Photo researcher: *Inge King*
Media project manager: *Joyce J. Chappetto*
Cover design: *Jillian Lindner*
Interior design: *Ellen Pettengell*
Typeface: *10.5/12 Palatino*
Compositor: *Carlisle Publishing Services*
Printer: *Quebecor World Versailles, Inc.*
Cover images © Getty Images and © Moskowitz Photography.

Library of Congress Cataloging-in-Publication Data
Locker, Kitty O.
Business communication : building critical skills / Kitty O. Locker, Stephen Kyo Kaczmarek.—3rd ed.
p. cm.
Includes index.
Various multi-media instructional resources are available to supplement the text.
ISBN-13: 978-0-07-293210-2 (alk. paper)
ISBN-10: 0-07-293210-4 (alk. paper)
1. Business communication. I. Kaczmarek, Stephen Kyo. II. Title.
HF5718.L633 2007
651.7—dc22 2005058070

www.mhhe.com

As revision to this third edition of BCS *neared completion, Dr. Kitty O. Locker passed away. She was a mentor for many years, and I will cherish all that she taught me. Kitty's contributions to teaching and to business communication are far too extensive for proper recognition here. So, it is simply on behalf of the students and colleagues whose lives she touched that I make this special dedication to my friend.*

Kitty, you are missed.

Stephen Kyo Kaczmarek

To my husband, Bob Mills, with love.

—**KITTY O. LOCKER**

For my father, who always believed in me.

—**STEPHEN KYO KACZMAREK**

Brief Contents

Unit One Building Blocks for Effective Messages 1

1 Business Communication, Management, and Success 2
2 Adapting Your Message to Your Audience 18
3 Communicating Across Cultures 38
4 Planning, Writing, and Revising 60
5 Designing Documents, Slides, and Screens 74

Unit Two Creating Goodwill 91

6 You-Attitude 92
7 Positive Emphasis 103
8 Reader Benefits 115

Unit Three Letters, Memos, E-Mail Messages, and Web Writing 127

9 Formats for Letters and Memos 128
10 Informative and Positive Messages 145
11 Negative Messages 168
12 Persuasive Messages 191
13 E-Mail Messages and Web Writing 222

Unit Four Polishing Your Writing 241

14 Editing for Grammar and Punctuation 242
15 Choosing the Right Word 262
16 Revising Sentences and Paragraphs 277

Unit Five Interpersonal Communication 295

17 Listening 296
18 Working and Writing in Teams 306
19 Planning, Conducting, and Recording Meetings 322
20 Making Oral Presentations 333

Unit Six Research, Reports, and Visuals 351

21 Proposals and Progress Reports 352
22 Finding, Analyzing, and Documenting Information 369
23 Short Reports 387

24 Long Reports 402
25 Using Visuals 426

Unit Seven Job Hunting 445

26 Researching Jobs 446
27 Résumés 457
28 Job Application Letters 481
29 Job Interviews 499
30 Follow-Up Letters and Calls and Job Offers 515

Glossary 523
Polishing Your Prose Answers 532
Endnotes 536
Credits 545
Index 547

Contents

Unit One Building Blocks for Effective Messages 1

Module 1 Business Communication, Management, and Success 2

Will I really have to write? 4
Don't I know enough about communication? 4
What does communication accomplish? 5
  The Importance of Listening, Speaking, and Interpersonal Communication 6
  The Purposes of Messages in Organizations 6
How much does correspondence cost? 7
What makes a message effective? 8
How should I analyze business communication situations? 9
Building a Critical Skill Thinking Creatively 10

Module 2 Adapting Your Message to Your Audience 18

Who is my audience? 19
Building a Critical Skill Understanding What Your Organization Wants 19
Why is my audience so important? 20
  Audience and PAIBOC 20
  Audience and the Communication Process 22
What do I need to know about my audience(s)? 23
  Analyzing Individuals and Members of Groups 24
  Analyzing People in Organizations 26
Now that I have my analysis, what do I do with it? 28
What if my audiences have different needs? 30
How do I reach my audience(s)? 31

Module 3 Communicating Across Cultures 38

What is "culture"? 40
How does culture affect business communication? 41
Building a Critical Skill Dealing with Discrimination 41
  Values, Beliefs, and Practices 42
  Nonverbal Communication 42
  Body Language 43
  Space 44
  Time 46
  Oral Communication 47
  Writing to International Audiences 49
There are so many different cultures! How can I know enough to communicate? 50
How can I make my documents bias-free? 51
  Making Language Nonsexist 51
  Making Language Nonracist and Nonagist 53
  Talking about People with Disabilities and Diseases 54
  Choosing Bias-Free Photos and Illustrations 55

Module 4 Planning, Writing, and Revising 60

Does it matter what process I use? 61
I don't have much time. How should I use it? 62
What planning should I do before I begin writing or speaking? 63
What is revision? How do I do it? 65
Can a grammar checker do my editing for me? 67
I spell check. Do I still need to proofread? 67
How can I get better feedback? 68

Contents

Unit One Building Blocks for Effective Messages 1

Module 1 Business Communication, Management, and Success 2

Will I really have to write? 4
Don't I know enough about communication? 4
What does communication accomplish? 5
  The Importance of Listening, Speaking, and Interpersonal Communication 6
  The Purposes of Messages in Organizations 6
How much does correspondence cost? 7
What makes a message effective? 8
How should I analyze business communication situations? 9
Building a Critical Skill Thinking Creatively 10

Module 2 Adapting Your Message to Your Audience 18

Who is my audience? 19
Building a Critical Skill Understanding What Your Organization Wants 19
Why is my audience so important? 20
  Audience and PAIBOC 20
  Audience and the Communication Process 22
What do I need to know about my audience(s)? 23
  Analyzing Individuals and Members of Groups 24
  Analyzing People in Organizations 26
Now that I have my analysis, what do I do with it? 28
What if my audiences have different needs? 30
How do I reach my audience(s)? 31

Module 3 Communicating Across Cultures 38

What is "culture"? 40
How does culture affect business communication? 41
Building a Critical Skill Dealing with Discrimination 41
  Values, Beliefs, and Practices 42
  Nonverbal Communication 42
  Body Language 43
  Space 44
  Time 46
  Oral Communication 47
  Writing to International Audiences 49
There are so many different cultures! How can I know enough to communicate? 50
How can I make my documents bias-free? 51
  Making Language Nonsexist 51
  Making Language Nonracist and Nonagist 53
  Talking about People with Disabilities and Diseases 54
  Choosing Bias-Free Photos and Illustrations 55

Module 4 Planning, Writing, and Revising 60

Does it matter what process I use? 61
I don't have much time. How should I use it? 62
What planning should I do before I begin writing or speaking? 63
What is revision? How do I do it? 65
Can a grammar checker do my editing for me? 67
I spell check. Do I still need to proofread? 67
How can I get better feedback? 68

Can I use form letters? 69

Building a Critical Skill Revising after Feedback 69

How can I overcome writer's block and procrastination? 70

Module 5 Designing Documents, Slides, and Screens 74

How should I design paper pages? 75
- *Use White Space.* 75
- *Use Headings.* 75
- *Limit the Use of Words Set in All Capital Letters.* 76
- *Use No More than Two Fonts in a Single Document.* 78
- *Decide Whether to Justify Margins Based on the Situation and the Audience.* 79

How should I design presentation slides? 79

Building a Critical Skill Using Computers to Create Good Design 80

How should I design Web pages? 81

How do I know whether my design works? 81

When should I think about design? 82

Unit Two Creating Goodwill 91

Module 6 You-Attitude 92

How do I create you-attitude in my sentences? 93
1. *Talk about the Reader, Not about Yourself.* 93
2. *Refer to the Reader's Request or Order Specifically.* 94
3. *Don't Talk about Feelings, Except to Congratulate or Offer Sympathy.* 94
4. *In Positive Situations, Use You More Often than I. Use We When It Includes the Reader.* 94
5. *Avoid You in Negative Situations.* 95

Does you-attitude basically mean using the word *you?* 96

I've revised my sentences. Do I need to do anything else? 96

Building a Critical Skill Seeing Another Point of View 97

Module 7 Positive Emphasis 103

How do I create positive emphasis? 104
1. *Avoid Negative Words and Words with Negative Connotations.* 104
2. *Focus on What the Reader Can Do Rather than on Limitations.* 106
3. *Justify Negative Information by Giving a Reason or Linking It to a Reader Benefit.* 107
4. *If the Negative Is Truly Unimportant, Omit It.* 107
5. *Bury the Negative Information and Present It Compactly.* 108

Building a Critical Skill Using Positive Emphasis Ethically 108

Why do I need to think about tone, politeness, and power? 109

What's the best way to apologize? 110

Module 8 Reader Benefits 115

Why do reader benefits work? 116

How do I identify reader benefits? 116
1. *Think of Feelings, Fears, and Needs That May Motivate Your Reader.* 116
2. *Identify the Features of Your Product or Policy. Then Think How These Features Could Benefit the Audience.* 117

How detailed should each benefit be? 119

How do I decide which benefits to use? 120
1. *Use at Least One Benefit for Each Part of Your Audience.* 120
2. *Use Intrinsic Benefits.* 120
3. *Use the Benefits You Can Develop Most Fully* 121

Building a Critical Skill Matching the Benefit to the Audience 122

What else do reader benefits need? 123

Unit Three Letters, Memos, E-Mail Messages, and Web Writing 127

Module 9 Formats for Letters and Memos 128

How should I set up letters? 129

Building a Critical Skill Creating a Professional Image, 1 132

What courtesy titles should I use? 134
- *When You Know the Reader's Name and Gender* 138
- *When You Know the Reader's Name but Not the Gender* 138
- *When You Know neither the Reader's Name nor Gender* 139

How should I set up memos? 139

Module 10 Informative and Positive Messages 145

What's the best subject line for an informative or positive message? 146
  Making Subject Lines Specific 147
  Making Subject Lines Concise 147
  Making Subject Lines Appropriate for the Pattern of Organization 147
How should I organize informative and positive messages? 147
When should I use reader benefits in informative and positive messages? 150
What are the most common kinds of informative and positive messages? 152
  Transmittals 153
  Confirmations 153
  Summaries 153
  Adjustments and Responses to Complaints 153
  Thank-You and Congratulatory Notes 154
How can I apply what I've learned in this module? 155
  Problem 155
  Analysis of the Problem 155
Building a Critical Skill Writing a Goodwill Ending 156
  Discussion of the Sample Solutions 157

Module 11 Negative Messages 168

What's the best subject line for a negative message? 169
How should I organize negative messages? 169
  Giving Bad News to Customers and Other People Outside Your Organization 170
Building a Critical Skill Thinking about the Legal Implications of What You Say 172
  Giving Bad News to Superiors 175
  Giving Bad News to Peers and Subordinates 175
When should I consider using a buffer? 176
What are the most common kinds of negative messages? 178
  Rejections and Refusals 178
  Disciplinary Notices and Negative Performance Appraisals 179
  Layoffs and Firings 179
How can I apply what I've learned in this module? 179
  Problem 180
  Analysis of the Problem 181
  Discussion of the Sample Solutions 182

Module 12 Persuasive Messages 191

What is the best persuasive strategy? 192
What is the best subject line for a persuasive message? 193
How should I organize persuasive messages? 194
  Writing Direct Requests 195
  Organizing Problem-Solving Messages 196
How do I identify and overcome objections? 197
What other techniques can make my messages more persuasive? 200
  Build Credibility 200
  Build Emotional Appeal 200
  Use the Right Tone 201
  Offer a Reason for the Reader to Act Promptly 202
Building a Critical Skill Building Common Ground 202
What are the most common kinds of persuasive messages? 203
  Orders 203
  Collection Letters 203
  Performance Appraisals 204
  Letters of Recommendation 206
How can I apply what I've learned in this module? 207
  Problem 207
  Analysis of the Problem 208
  Discussion of the Sample Solutions 208

Module 13 E-Mail Messages and Web Writing 222

How should I set up e-mail messages? 224
What kinds of subject lines should I use for e-mail messages? 225
  Subject Lines for Informative and Positive E-Mail Messages 227
  Subject Lines for Negative E-Mail Messages 227
  Subject Lines for Persuasive E-Mail Messages 227
Should I write e-mail messages the same way I write paper messages? 228
  Writing Positive and Informative E-Mail Messages 228
  Writing Negative E-Mail Messages 228
  Writing Persuasive E-Mail Messages 229
Building a Critical Skill Managing Your Time 230
What e-mail "netiquette" rules should I follow? 231
How and when should I use attachments? 231
What style should I use when writing for the Web? 231
Can I use blogging on the job? 232
What other technologies use the Internet? 233

Unit Four Polishing Your Writing 241

Module 14 Editing for Grammar and Punctuation 242

What grammatical errors do I need to be able to fix? 243
  Agreement 243
Building a Critical Skill Creating a Professional Image, 2 243
  Case 245
  Dangling Modifier 246
  Misplaced Modifier 246
  Parallel Structure 247
  Predication Errors 247
How can I fix sentence errors? 247
  Comma Splices 248
  Run-On Sentences 249
  Fused Sentences 249
  Sentence Fragments 249
Should I put a comma every place I'd take a breath? 250
What punctuation should I use inside sentences? 250
  Apostrophe 250
  Colon 251
  Comma 252
  Dash 253
  Hyphen 253
  Parentheses 254
  Period 254
  Semicolon 254
What do I use when I quote sources? 255
  Quotation Marks 255
  Square Brackets 255
  Ellipses 256
  Underlining and Italics 256
How should I write numbers and dates? 256
How do I mark errors I find in proofreading? 257

Module 15 Choosing the Right Word 262

Does using the right word really matter? 263
  Getting Your Meaning Across 263
  Getting the Response You Want 263
Building a Critical Skill Thinking Critically 265
How do words get their meanings? 266
Is it OK to use jargon? 266
What words confuse some writers? 267

Module 16 Revising Sentences and Paragraphs 277

What is "good" style? 278
Are there rules I should follow? 279
Building a Critical Skill Using the Right Tone 279
What should I look for when I revise sentences? 280
  1. Use Active Verbs Most of the Time. 280
  2. Use Verbs to Carry the Weight of Your Sentence. 281
  3. Tighten Your Writing. 282
  4. Vary Sentence Length and Sentence Structure. 284
  5. Use Parallel Structure. 287
  6. Put Your Readers in Your Sentences. 287
What should I look for when I revise paragraphs? 288
  1. Begin Most Paragraphs with Topic Sentences. 288
  2. Use Transitions to Link Ideas. 289
How does organizational culture affect style? 289

Unit Five Interpersonal Communication 295

Module 17 Listening 296

What do good listeners do? 297
  Pay Attention. 297
  Focus on the Other Speaker(s) in a Generous Way. 298
  Avoid Making Assumptions. 298
  Listen for Feelings as Well as Facts. 299
What is active listening? 299
How do I show people that I'm listening to them? 300
Building a Critical Skill Leading by Listening 301
Can I use these techniques if I really disagree with someone? 302

Module 18 Working and Writing in Teams 306

What kinds of messages should groups attend to? 307
What roles do people play in groups? 308
  Leadership in Groups 309
  Characteristics of Successful Student Groups 309
  Peer Pressure and Groupthink 310
Building a Critical Skill Leading without Being Arrogant 310
How should we handle conflict? 311
  Steps in Conflict Resolution 311
  Responding to Criticism 313
  You-Attitude in Conflict Resolution 315

How can we create the best co-authored documents? 315
  Planning the Work and the Document 316
  Composing the Drafts 316
  Revising the Document 317
  Editing and Proofreading the Document 317
  Making the Group Process Work 317

Module 19 Planning, Conducting, and Recording Meetings 322

What planning should precede a meeting? 323
When I'm in charge, how do I keep the meeting on track? 326
What decision-making strategies work well in meetings? 326
Building a Critical Skill Networking 327
How can I be an effective meeting participant? 328
What should go in meeting minutes? 328
How can I use informal meetings with my boss to advance my career? 329
Do electronic meetings require special consideration? 330

Module 20 Making Oral Presentations 333

What decisions do I need to make as I plan a presentation? 334
  Choosing the Kind of Presentation 335
  Adapting Your Ideas to the Audience 335
  Planning Visuals and Other Devices to Involve the Audience 336
How can I create a strong opener and close? 338
How should I organize a presentation? 341
Building a Critical Skill Finding Your Best Voice 341
What are the keys to delivering an effective presentation? 342
  Transforming Fear 343
  Using Eye Contact 343
  Standing and Gesturing 343
  Using Notes and Visuals 343
How should I handle questions from the audience? 344
What are the guidelines for group presentations? 345

Unit Six Research, Reports, and Visuals 351

Module 21 Proposals and Progress Reports 352

What is a "report"? 353
What should I do before I write a proposal? 353
What should go in a proposal? 355
  Proposals for Class Research Projects 356
  Sales Proposals 361
  Proposals for Funding 362
  Figuring the Budget and Costs 362
Building a Critical Skill Identifying "Hot Buttons" 362
What should go in a progress report? 363
  Chronological Progress Reports 364
  Task Progress Reports 365
  Recommendation Progress Reports 366

Module 22 Finding, Analyzing, and Documenting Information 369

How can I find information online and in print? 370
How do I write questions for surveys and interviews? 373
Building a Critical Skill Using the Internet for Research 373
How do I decide whom to survey or interview? 376
How should I analyze the information I've collected? 378
  Understanding the Source of the Data 378
  Analyzing Numbers 378
  Analyzing Words 379
  Checking Your Logic 380
How should I document sources? 380

Module 23 Short Reports 387

Do different kinds of reports use different patterns of organization? 388
  Informative and Closure Reports 388
  Feasibility Reports 388
  Justification Reports 388
What are the basic strategies for organizing information? 391
  1. Comparison/Contrast 392
  2. Problem-Solution 392
  3. Elimination of Alternatives 392
  4. General to Particular or Particular to General 393
  5. Geographic or Spatial 393
  6. Functional 394
  7. Chronological 394

Should I use the same style for reports as for other business documents? 395
    1. Say What You Mean 395
    2. Tighten Your Writing 395
    3. Use Blueprints, Transitions, Topic Sentences, and Headings 396

Building a Critical Skill Asking Specific and Polite Questions 396

Module 24 Long Reports 402

I've never written anything so long. How should I organize my time? 403

How do I create each of the parts of a formal report? 404
    Title Page 404
    Letter or Memo of Transmittal 419
    Table of Contents 419
    List of Illustrations 419
    Executive Summary 420

Building a Critical Skill Choosing a Long Report Format and Style 420
    Introduction 421
    Background or History 421
    Conclusions and Recommendations 422

Module 25 Using Visuals 426

What are stories, and how do I find them? 428

Does it matter what kind of visual I use? 429

What design conventions should I follow? 429
    Tables 430
    Pie Charts 430
    Bar Charts 431
    Line Graphs 432

Can I use color and clip art? 432

What else do I need to check for? 433

Can I use the same visuals in my document and my presentation? 435

Building a Critical Skill Integrating Visuals into Your Text 435

Unit Seven Job Hunting 445

Module 26 Researching Jobs 446

What do I need to know about myself to job hunt? 447

What do I need to know about companies that might hire me? 447

Building a Critical Skill Choosing Whether to Stay or Go 448

Should I do information interviews? 450

What is the "hidden job market"? How do I tap into it? 451

What do I do if I've got a major weakness? 452
    "All My Experience Is in My Family's Business." 452
    "I've Been Out of the Job Market for a While." 452
    "I Want to Change Fields." 452
    "I Was Fired." 453
    "I Don't Have Any Experience." 453
    "I'm a Lot Older Than They Want." 454

Module 27 Résumés 457

How can I encourage the employer to pay attention to my résumé? 458

Building a Critical Skill Using a Computer to Create Résumés 459

What kind of résumé should I use? 460

How do the two résumés differ? 460
    Chronological Résumés 460
    Skills Résumés 466

What parts of the two résumés are the same? 469
    Career Objective 469
    Summary of Qualifications 470
    Education 470
    Honors and Awards 471
    References 472

What should I do if the standard categories don't fit? 473

Should I limit my résumé to just one page? 473

How do I create a scannable résumé? 473

How should I prepare an online résumé? 476

Module 28 Job Application Letters 481

What kind of letter should I use? 483

How are the two letters different? 483
    The First Paragraph of a Solicited Letter 484
    First Paragraphs of Prospecting Letters 487
    Last Paragraphs 487

What parts of the two letters are the same? 488

Showing a Knowledge of the Position and the Company 488
Separating Yourself from Other Applicants 488
Building a Critical Skill Targeting a Specific Company in Your Letter 489
Can I use T-Letters? 490
How long should my letter be? 490
How do I create the right tone? 492
You-Attitude 492
Positive Emphasis 492
The company wants an e-mail application. What should I do? 493

Module 29 Job Interviews 499

Why do I need an interview strategy? 501
What details should I think about? 501
What to Wear 501
What to Bring to the Interview 502
Note-Taking 502
How to Get There 502
Should I practice before the interview? 503
How to Act 503
Parts of the Interview 503
Stress Interviews 504
How should I answer traditional interview questions? 505
Building a Critical Skill Negotiating Salary and Benefits 510
How can I prepare for behavioral and situational interviews? 511
How can I prepare for phone or video interviews? 512

Module 30 Follow-Up Letters and Calls and Job Offers 515

What should I say in a follow-up phone call or letter? 516
What do I do if my first offer isn't the one I most want? 516
Building a Critical Skill Being Enthusiastic 518

Glossary 523
Polishing Your Prose Answers 532
Endnotes 536
Credits 545
Index 547