



Formatting Letters, Memos, and E-Mail Messages

Appendix Outline

Formats for Letters

Formats for Envelopes

Formats for Memos

Formats for E-Mail Messages

State and Province Abbreviations

Learning objective

After studying this appendix, you will know

LO A-1 Formats for letters.

LO A-2 Formats for envelopes.

LO A-3 Formats for memos.

LO A-4 Formats for e-mail messages.

Letters normally go to people outside your organization; **memos** go to other people in your organization. E-mails go to both audiences. Letters, memos, and e-mails do not necessarily differ in length, formality, writing style, or pattern of organization. However, letters, memos, and e-mails do differ in format. **Format** means the parts of a document and the way they are arranged on the page.

FORMATS FOR LETTERS **LO A-1**

If your organization has a standard format for letters, use it.

Many organizations and writers choose one of three letter formats: **block format** (see Figure A.2), **modified block format** (see Figure A.3), or the **simplified format** (see Figure A.4). Your organization may make minor changes from the diagrams in margins or spacing.

Figure A.1 shows how the three formats differ.

Use the same level of formality in the **salutation**, or greeting, as you would in talking to someone on the phone: *Dear Glenn* if you're on a first-name basis, *Dear Mr. Helms* if you don't know the reader well enough to use the first name.

Some writers feel that the simplified format is better since the reader is not *Dear*. Omitting the salutation is particularly good when you do not know the reader's name or do not know which courtesy title to use. (For a full discussion on nonsexist salutations and salutations when you don't know the reader's name, see Chapter 3.) However, readers like to see their names. Since the simplified format omits the reader's name in the salutation, writers who use this format but who also want to be friendly often try to use the reader's name early in the body of the letter.

The simplified letter format is good in business-to-business mail, or in letters where you are writing to anyone who holds a job (admissions officer, customer service representative) rather than to a specific person. It is too cold and distancing for cultures that place a premium on relationships.

Sincerely and *Yours truly* are standard **complimentary closes**. When you are writing to people in special groups or to someone who is a friend as well as a business acquaintance, you may want to use a less formal close. Depending on the circumstances, the following informal closes might be acceptable: *Cordially*, *Thank you*, or even *Ciao*.

In **mixed punctuation**, a colon follows the salutation and a comma follows the close.

A **subject line** tells what the message is about. Subject lines are required in memos and e-mails; they are optional in letters. Good subject lines are specific, concise, and appropriate for your purposes and the response you expect from your reader:

Figure A.1 Comparing and Contrasting Letter Formats

	Block	Modified block	Simplified
Date and signature block	Lined up at left margin	Lined up $\frac{1}{2}$ or $\frac{2}{3}$ of the way over to the right	Lined up at left margin
Paragraph indentation	None	Optional	None
Salutation and complimentary close	Yes	Yes	None
Subject line	Optional	Rare	Yes
Lists, if any	Indented	Indented	At left margin
Writer's typed name	Upper- and lowercase	Upper- and lowercase	Full capital letters
Paragraph spacing	Single-spaced, double-space between	Single-spaced, double-space between	Single-spaced, double-space between

- When you have good news, put it in the subject line.
- When your information is neutral, summarize it concisely in the subject line.
- When your information is negative, use a negative subject line if the reader may not read the message or needs the information to act. Otherwise, use a neutral subject line.
- When you have a request that will be easy for the reader to grant, put either the subject of the request or a direct question in the subject line.
- When you must persuade a reluctant reader, use a common ground, a benefit, or a neutral subject line.

For examples of subject lines in each of these situations, see Chapters 9, 10, and 11.

A **reference line** refers the reader to the number used on the previous correspondence this letter replies to, or the order or invoice number this letter is about. Very large organizations use numbers on every piece of correspondence they send out so that it is possible to find quickly the earlier document to which an incoming letter refers.

All three formats can use headings, lists, and indented sections for emphasis.

Each of the three formats has advantages. Both block and simplified can be typed quickly since everything is lined up at the left margin. Block format is the format most frequently used for business letters; readers expect it. Modified block format creates a visually attractive page by moving the date and signature block over into what would otherwise be empty white space. Modified block is also a traditional format; readers are comfortable with it.

The examples of the three formats in Figures A.2–A.4 show one-page letters on company letterhead. **Letterhead** is preprinted stationery with the organization's name, logo, address, phone number, and frequently e-mail. Figure A.5 shows how to set up modified block format when you do not have letterhead. (It is also acceptable to use block format without letterhead.)

When your letter runs two or more pages, use a heading on the second page to identify it. Using the reader's name helps the writer, who may be printing out many letters at a time, to make sure the right second page gets in the envelope. The two most common formats are shown in Figures A.6, A.7, A.8, and

Figure A.2 Block Format on Letterhead

Northwest Hardware Warehouse

100 Freeway Exchange Provo, UT 84610 (801) 555-4683 www.northwesthardware.com

Line up everything at left margin

3–6 spaces depending on length of letter

June 20, 2012
2–4 spaces

Mr. James E. Murphy, Accounts Payable *Title could be on a separate line*
Salt Lake Equipment Rentals
5600 Wasatch Boulevard
Salt Lake City, Utah 84121 *← zip code on same line*

Use first name in salutation if you'd use it on the phone

Dear Jim: *Colon in mixed punctuation*

The following items totaling \$393.09 are still open on your account. ¶ *1 never has a heading*

Invoice #01R-784391 *Bold heading*

After the bill for this invoice arrived on May 14, you wrote saying that the material had not been delivered to you. On May 29, our Claims Department sent you a copy of the delivery receipt signed by an employee of Salt Lake Equipment. You have had proof of delivery for over three weeks, but your payment has not yet arrived. *1", because right margin is justified*

Please send a check for \$78.42. *Single-space paragraphs
Double-space between paragraphs (one blank space)*

Voucher #59351 *Triple-space before a heading (2 blank spaces);
double-space after the heading*

Do not indent paragraphs

The reference line on your voucher #59351, dated June 16, indicates that it is the gross payment for invoice #01G-002345. However, the voucher was only for \$1171.25, while the invoice amount was \$1246.37. Please send a check for \$75.12 to clear this item.


Voucher #55032

Voucher #55032, dated June 16, subtracts a credit for \$239.55 from the amount due. Our records do not show that any credit is due on this voucher. Please send either an explanation or a check to cover the \$239.55 immediately.

Total Amount Due *Headings are optional in letters*

Please send a check for \$393.09 to cover these three items and to bring your account up to date.

Sincerely, *1–2 spaces*

2–4 spaces 

Neil Hutchinson
Credit Representative

cc: Joan Stottlemeyer, Credit Manager

*Leave bottom margin of 6 spaces—
more if letter is short*

Figure A.3 Modified Block Format on Letterhead

Bay City Information Systems
151 Bayview Road • San Francisco, CA 81153 • (650) 405-7849 • www.baycity.com

September 15, 2012
*Line up date with signature block
1/2 or 2/3 of the way over to the right*

Ms. Mary E. Arcas
Personnel Director
Cyclops Communication Technologies
1050 South Sierra Bonita Avenue
Los Angeles, CA 90019 *Zip code on same line*

Dear Ms. Arcas: *Colon in mixed punctuation*

Let me respond to your request for an evaluation of Colleen Kangas. Colleen was hired as a clerk-typist by Bay City Information Systems on April 4, 2010, and was promoted to Administrative Assistant on August 1, 2011. At her review in June, I recommended that she be promoted again. She is an intelligent young woman with good work habits and a good knowledge of computer software.

As an Administrative Assistant, Colleen not only handles routine duties such as processing time cards, ordering supplies, and entering data, but also screens calls for two marketing specialists, answers basic questions about Bay City Information Systems, compiles the statistics I need for my monthly reports, and investigates special assignments for me. In the past eight months, she has investigated freight charges, inventoried department hardware, and transferred files to archives. I need only to give her general directions: she has a knack for tracking down information quickly and summarizing it accurately.

Although the department's workload has increased during the year, Colleen manages her time so that everything gets done on schedule. She is consistently poised and friendly under pressure. Her willingness to work overtime on occasion is particularly remarkable considering that she has been going to college part-time ever since she joined our firm.

At Bay City Information Systems, Colleen uses Microsoft Word, Excel, and Access software. She tells me that she also uses PowerPoint in her college classes.

If Colleen were staying in San Francisco, we would want to keep her. She has the potential either to become an Executive Secretary or to move into line or staff work, especially once she completes her degree. I recommend her highly.

Sincerely,
Jeanne Cederlind
Jeanne Cederlind
Vice President, Marketing
jeanne_c@baycity.com

Encl.: Evaluation Form for Colleen Kangas

1" because right margin is justified

1"-1 1/2"

3-6 spaces

2-4 spaces

1-4 spaces

1-2 spaces

2-4 spaces

1-2 spaces

Leave at least 6 spaces at bottom of page—more if letter is short

Headings are optional in letters

Double-space between paragraphs (one blank line)


Single-space paragraphs

Indenting ¶ is optional in modified block

Comma in mixed punctuation

Line up signature block with date

Figure A.4 Simplified Format on Letterhead



1500 Main Street Iowa City, IA 52232 (319) 555-3113

↑↓ 3–6 spaces
 August 24, 2012
 ↑↓ 2–4 spaces
 Melinda Hamilton
 Medical Services Division
 Health Management Services, Inc.
 4333 Edgewood Road, NE
 Cedar Rapids, IA 52401

Line up everything at left margin
 ← 1"–1½"

Triple-space (two blank spaces)
 REQUEST FOR INFORMATION ABOUT COMPUTER SYSTEMS
 Subject line in full capital letters

We're interested in upgrading our computer system and would like to talk to one of your marketing representatives to see what would best meet our needs. We will use the following criteria to choose a system:

1. Ability to use our current software and data files.
 2. Price, prorated on a three-year expected life.
 3. Ability to provide auxiliary services, e.g., controlling inventory of drugs and supplies, monitoring patients' vital signs, and processing insurance forms more quickly.
 4. Freedom from downtime.

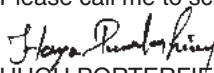
Double-space (one blank space) between items in list if any items are more than one line long

Triple-space (two blank spaces) between list, next paragraph

Do not indent paragraphs
 McFarlane Memorial Hospital has 50 beds for acute care and 75 beds for long-term care. In the next five years, we expect the number of beds to remain the same while outpatient care and emergency room care increase.

Could we meet the first or the third week in September? We are eager to have the new system installed by Christmas if possible.

Please call me to schedule an appointment.

No close. 
 HUGH PORTERFIELD *Writer's name in full capital letters*
 Controller

↑↓ 1–4 spaces
 Encl.: Specifications of Current System
 Databases Currently in Use

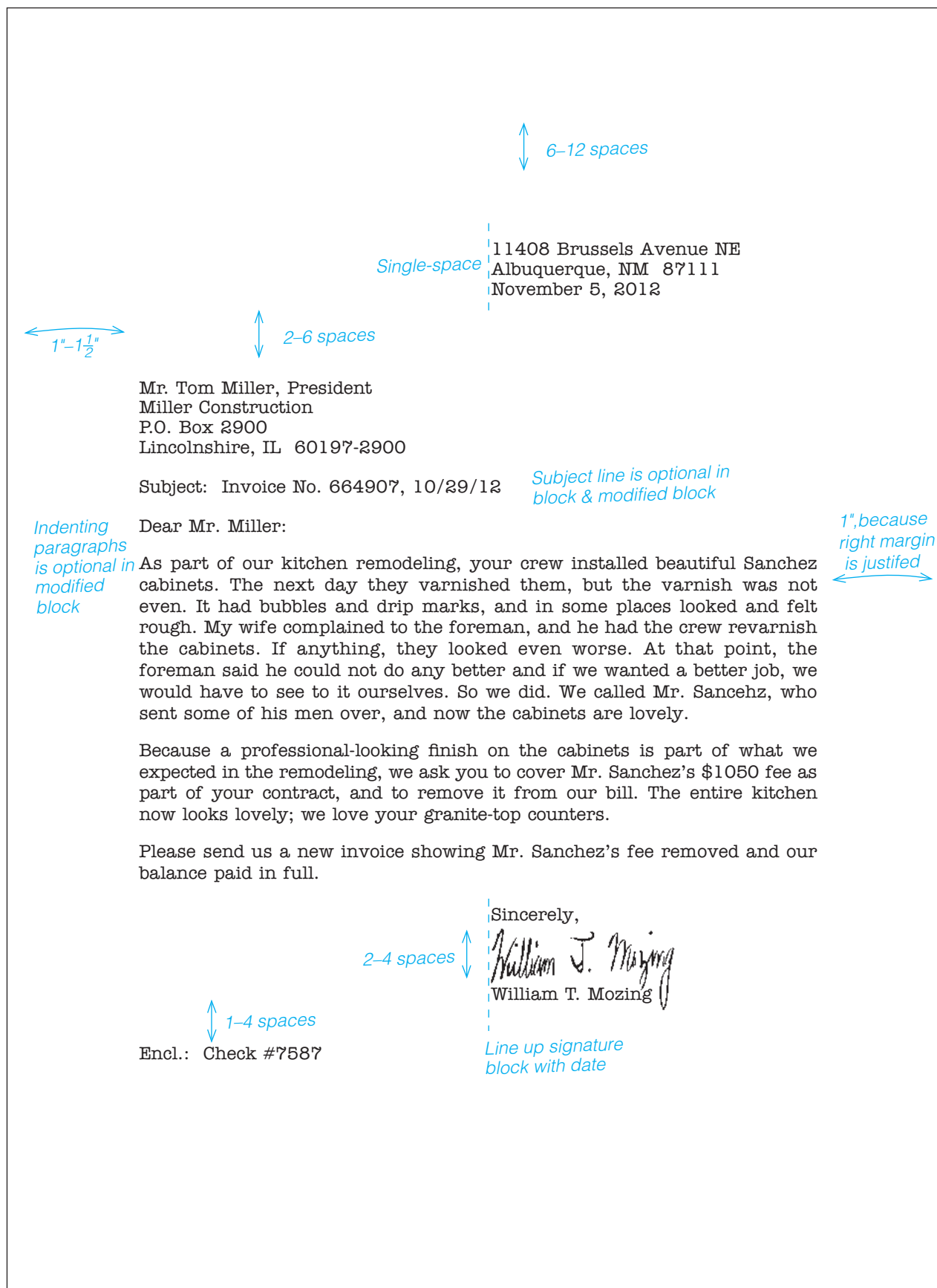
cc: Rene Seaburg

↑ Leave 6 spaces at bottom of page—more if letter is short
 ↓

No salutation
 ←

¾"–1" when right margin is not justified
 →

Headings are optional in letters

Figure A.5 Modified Block Format without Letterhead

below. Note even when the signature block is on the second page, it is still lined up with the date.

Reader's Name		
Date		
Page Number		
or		
Reader's Name	Page Number	Date

When a letter runs two or more pages, use letterhead only for page 1. (See Figures A.6, A.7, and A.8.) For the remaining pages, use plain paper that matches the letterhead in weight, texture, and color.

Set side margins of 1 inch to 1½ inches on the left and ¾ inch to 1 inch on the right. If you are right justifying, use the 1 inch margin. If your letterhead extends all the way across the top of the page, set your margins even with the ends of the letterhead for the most visually pleasing page. The top margin should be three to six lines under the letterhead, or 1 to 2 inches down from the top of the page if you aren't using letterhead. If your letter is very short, you may want to use bigger side and top margins so that the letter is centered on the page.

The **inside address** gives the reader's name, title (if appropriate), and address: always double check to see the name is spelled correctly. To eliminate typing the reader's name and address on an envelope, some organizations use envelopes with cutouts or windows so that the inside address on the letter shows through and can be used for delivery. If your organization does this, adjust your margins, if necessary, so that the whole inside address is visible.

Many letters are accompanied by other documents. Whatever these documents may be—a multipage report or a two-line note—they are called **enclosures**, since they are enclosed in the envelope. The writer should refer to the enclosures in the body of the letter: "As you can see from my résumé, . . ." The enclosure notation (Encl.:) at the bottom of the letter lists the enclosures. (See Figures A.3, A.4, and A.5.)


Sometimes you write to one person but send copies of your letter to other people. If you want the reader to know that other people are getting copies, list their names on the last page. The abbreviation *cc* originally meant *carbon copy* but now means *computer copy*. Other acceptable abbreviations include *pc* for *photocopy* or simply *c* for *copy*. You can also send copies to other people without telling the reader. Such copies are called **blind copies**. Blind copies are not mentioned on the original; they are listed on the copy saved for the file with the abbreviation *bcc* preceding the names of people getting these copies.

FORMATS FOR ENVELOPES LO A-2

Business envelopes need to put the reader's name and address in the area that is picked up by the Post Office's Optical Character Readers (OCRs). Use side margins of at least 1 inch. Your bottom margin must be at least 5⁄8 inch but no bigger than 2¼ inches.

Most businesses use envelopes that already have the return address printed in the upper left-hand corner. When you don't have printed envelopes, type

Figure A.6 Second Page of a Two-Page Letter, Block Format



State University
4300 Gateway Boulevard
Midland, TX 79603

August 11, 2012
 ↓ 2-4 spaces
 Ms. Stephanie Voght
 ← 1"-1½" → Stephen F. Austin High School
 1200 Southwest Blvd.
 San Antonio, TX 78214

Dear Ms. Voght: *Colon in mixed punctuation.*

Enclosed are 100 brochures about State University to distribute to your students. The brochures describe the academic programs and financial aid available. When you need additional brochures, just let me know. ← 1"

Further information about State University

You may also want your students to learn more about life at State University. You

Plain paper for page 2. ↑ ½"-1"

Stephanie Voght ← *Reader's name*

campus life, including football and basketball games, fraternities and sororities, clubs and organizations, and opportunities for volunteer work. It stresses the diversity of the student body and the very different lifestyles that are available at State.


Triple-space before each new heading (two blank spaces).

Scheduling a State Squad Speaker *Bold or underline headings.*

Same margins as p 1. To schedule one of the these dynamic speakers for your students, just fill out the enclosed card with your first, second, and third choices for dates, and return it in the stamped, self-addressed envelope. Dates are reserved in the order that requests arrive. Send in your request early to increase the chances of getting the date you want.

Any one of our State Squad speakers will give your high school students a colorful preview of the college experience. They are also great at answering questions.

1-2 spaces ↓
 Sincerely, *Comma in mixed punctuation.*

2-4 spaces ↓ 

Michael L. Mahler
 Director of Admissions
 ↓ 1-4 spaces

2 August 11, 2012

Also OK to line up page number and date at left under reader's name.

Encl.: Brochures, Reservation Form

cc: R. J. Holland, School Superintendent
 Jose Lavilla, President, PTS Association

Headings are optional in letters.

Figure A.7 Second Page of a Two-Page Letter, Modified Block Format

Glenarvon Carpets
 1500 Summit Avenue (612) 555-1002
 Minneapolis, MN Fax (612) 555-4032
 www.glenarvon.biz

November 5, 2012

Mr. Roger B. Castino
 Castino Floors and Carpets
 418 E. North Street
 Brockton, MA 02410

Dear Mr. Castino:

Welcome to the team of Glenarvon Carpet dealers!

Your first shipment of Glenarvon samples should reach you within ten days. The samples include new shades in a variety of weights. With Glenarvon Carpets, your customers can choose matching

Mr. Roger B. Castino

territory. In addition, as a dealer you receive

- Sales kit highlighting product features
- Samples to distribute to customers
- Advertising copy to run in local newspapers
- Display units to place in your store.

The Annual Sales Meeting each January keeps you up-to-date on new products while you get to know other dealers and Glenarvon executives and relax at a resort hotel.


Make your reservations now for Monterey January 10–13 for your first Glenarvon Sales Meeting!

Cordially,
 Barbara S. Charbonneau
 Vice President, Marketing

Encl.: Organization Chart
 Product List
 National Advertising Campaigns in 2011

cc: Nancy Magill, Northeast Sales Manager
 Edward Spaulding, Sales Representative

Figure A.8 Second Page of a Two-Page Letter, Simplified Format



115 State Street
Ames, IA 50014
515-292-8756
www.optionsforliving.org

↕ 2–4 spaces

January 20, 2012

↕ 2–4 spaces

Gary Sammons, Editor
Southeastern Home Magazine
253 North Lake Street
Newport News, VA 23612

Triple-space (two blank spaces) Subject line in full caps

MATERIAL FOR YOUR STORY ON HOMES FOR PEOPLE WITH DISABILITIES

No salutation

Apartment and houses can easily be designed to accommodate people with disabilities. From the outside, the building is indistinguishable from conventional housing. But the modifications inside permit people who use wheelchairs or whose sight or hearing is impaired to do everyday

↕ 1/2"–1"

Gary Sammons ← Reader's name
January 20, 2012
Page 2

Plain paper for page 2

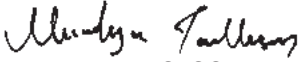
Everything lined up at left margin

in hallways and showers and adjustable cabinets that can be raised or lowered. Cardinal says that the adaptations can run from a few dollars to \$5000, depending on what the customer selects.

Same margins as page 1

The Builders Association of Virginia will install many features at no extra cost: 36-inch doorways—8 inches wider than standard—to accommodate wheelchairs and extra wiring for electronic items for people whose sight or hearing is impaired.

If you'd like pictures to accompany your story, just let me know.



No close MARILYN TILLOTSON *Writer's name in full caps*
Executive Director

Encl.: Blueprints for Housing for People with Disabilities

cc: Douglas Stringfellow, President, BASF
Thomas R. Galliher, President, Cardinal Industries

↕ at least 6 spaces—more if page 2 is not a full page

your name (optional), your street address, and your city, state, and zip code in the upper left-hand corner. Since the OCR doesn't need this information to route your letter, exact margins don't matter. Use whatever is convenient and looks good to you.

FORMATS FOR MEMOS **LO A-3**

Memos omit both the salutation and the close entirely. Memos rarely use indented paragraphs. Subject lines are required; headings are optional but useful in memos a full page or longer. Each heading must cover all the information until the next heading. Never use a separate heading for the first paragraph.

Figure A.9 illustrates the standard memo format typed on a plain sheet of paper. Note that the first letters of the date, reader's name, writer's name, and subject phrase are lined up vertically. Note also that memos are usually initialed by the To/From block. Initialing tells the reader that you have proofread the memo and prevents someone sending out your name on a memo you did not in fact write.

Some organizations have special letterhead for memos. (See Figure A.10.)

Some organizations alter the order of items in the Date/To/From/Subject block. Some organizations ask employees to sign memos rather than simply initialing them. The signature goes below the last line of the memo and prevents anyone from adding unauthorized information.

If the memo runs two pages or more, set up the second and subsequent pages in one of the following ways (see Figure A.11):

Brief Subject Line
Date
Page Number

or

Brief Subject Line

Page Number

Date

FORMATS FOR E-MAIL MESSAGES **LO A-4**

E-mail programs prompt you to supply the various parts of the memo format. See Chapters 9, 10, and 11 for information about designing e-mail subject lines. "Cc:" denotes computer copies; the recipient will see that these people are getting the message. "Bcc:" denotes blind computer copies; the recipient does not see the names of these people. Most e-mail programs also allow you to attach documents from other programs, thus e-mails have attachments rather than enclosures. The computer program supplies the date and time automatically.

Some aspects of e-mail format are still evolving. In particular, some writers treat e-mail messages as if they were informal letters; some treat them as memos. Even though the e-mail screen has a "To" line (as do memos), some writers still use an informal salutation, as in Figure A.12. The writer in Figure A.12 ends the message with a signature block. Signature blocks are particularly useful for e-mail recipients outside the organization who may not know your title or contact information. You can store a signature block in the e-mail program and set the program to insert the signature block automatically.

Figure A.9 Memo Format (on plain paper)

Everything lined up at left *Plain paper*

Line up

Date: October 7, 2012

Double-space (one blank space) To: Annette T. Califero

From: Kyle B. Abrams *KBA* *Writer's initials added in ink*

1"–1½" Subject: A Low-Cost Way to Reduce Energy Use *Capitalize first letter of each major word in subject line*

No heading for ¶ 1 As you requested, I've investigated low-cost ways to reduce our energy use. Reducing the building temperature on weekends is a change that we could make immediately, that would cost nothing, and that would cut our energy use by about 6%. *3"–1"*

Triple-space before each new heading (two blank spaces)

The Energy Savings from a Lower Weekend Temperature *Bold or underline headings*

Single-space paragraphs; double-space between paragraphs (one blank space) Lowering the temperature from 68° to 60° from 8 P.M. Friday evening to 4 A.M. Monday morning could cut our total consumption by 6%. It is not feasible to lower the temperature on weeknights because a great many staff members work late; the cleaning crew also is on duty from 6 P.M. to midnight. Turning the temperature down for only four hours would not result in a significant heat saving.

Turning the heat back up at 4 A.M. will allow the building temperature to be back to 68° by 9 A.M. Our furnace already has computerized controls which can be set to automatically lower and raise the temperature.

Triple-space (two blank spaces)

How a Lower Temperature Would Affect Employees *Capitalize first letter of each major word of heading*

Do not indent paragraphs A survey of employees shows that only 7 people use the building every weekend or almost every weekend. Eighteen percent of our staff have worked at least one weekend day in the last two months; 52% say they "occasionally" come in on weekends.

People who come in for an hour or less on weekends could cope with the lower temperature just by wearing warm clothes. However, most people would find 60° too cool for extended work. Employees who work regularly on weekends might want to install space heaters.

Action Needed to Implement the Change

Would you also like me to check into the cost of buying a dozen portable space heaters? Providing them would allow us to choose units that our wiring can handle and would be a nice gesture towards employees who give up their weekends to work. I could have a report to you in two weeks.

We can begin saving energy immediately. Just authorize the lower temperature, and I'll see that the controls are reset for this weekend.

Memos are initialed by To/From/Subject block—no signature usually *Headings are optional in memos*

Figure A.10 Memo Format (on memo letterhead)

**Kimball,
Walls, and
Morganstern**

aligned vertically

Date: March 15, 2012 *Line up horizontally with printed Date/To/From/Subject*

To: Annette T. Califero

From: Kyle B. Abrams *KBA* *Capitalize first letter of each major word in subject line*

Subject: The Effectiveness of Reducing Building Temperatures on Weekends *Triple-space (two blank spaces)*

Reducing the building temperature to 60° on weekends has cut energy use by 4% compared to last year's use from December to February and has saved our firm \$22,000.

This savings is particularly remarkable when you consider that this winter has been colder than last year's, so that more heat would be needed to maintain the same temperature. *3/4" - 1"*

Fewer people have worked weekends during the past three months than during the preceding three months, but snow and bad driving conditions may have had more to do with keeping people home than the fear of being cold. Five of the 12 space heaters we bought have been checked out on an average weekend. On one weekend, all 12 were in use and some people shared their offices so that everyone could be in a room with a space heater.

Fully 92% of our employees support the lower temperature. I recommend that we continue turning down the heat on weekends through the remainder of the heating season and that we resume the practice when the heat is turned on next fall.

Headings are optional in memos

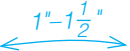
In contrast, the writer in Figure A.13 omits both the salutation and his name. When you send a message to an individual or a group you have set up, the "From:" line will have your name and e-mail address.

If you post a message to a listserv, be sure to give at least your name and e-mail address at the end of your message, as some list-servs strip out identifying information when they process messages.

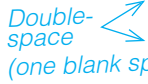
When you hit "reply," the e-mail program automatically uses "Re:" (Latin for *about*) and the previous subject line. The original message is set off, usually with one or more vertical lines in the left margin or with carats (see Figure A.14). You may want to change the subject line to make it more appropriate for your message.

Use short line lengths in your e-mail message. If the line lengths are too long, they'll produce awkward line breaks, as in Figure A.14.


Figure A.11 Second Page of Two-Page Memo

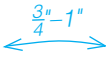

 February 18, 2012

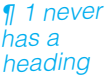
To: Dorothy N. Blasingham


 From: Roger L. Trout *R.L.T. Writer's initials added in ink*

Subject: Request for Third-Quarter Computer Training Sessions *Capitalize first letter of all major words in subject line*


 Could you please run advanced training sessions on using Excel in April and May and basic training sessions for new hires in June?





Triple-space before a heading (two blank spaces)

Advanced Sessions on Excel
Bold headings

Once the tax season is over, Jose Cisneros wants to have his first- and second-year people take your advanced course on Excel. Plan on about 45–50 people in three sessions. The people in the course already use Excel for basic spreadsheets but need to learn the fine points of macros and charting.

If possible, it would be most convenient to have the sessions run for four afternoons rather

Dorothy N. Blasingham

before the summer vacation season begins.

Orientation for New Hires

With a total of 16 full-time and 34 part-time people being hired either for summer or permanent work, we'll need at least two and perhaps three orientation sessions. We'd like to hold these the first, second, and third weeks in June. By May 1, we should know how many people will be in each training session.

Would you be free to conduct training sessions on how to use our computers on June 9, June 16, and June 23? If we need only two dates, we'll use June 9 and June 16, but please block off the 23rd too in case we need a third session.

Request for Confirmation

Let me know whether you're free on these dates in June, and which dates you'd prefer. If you'll let me know by February 25, we can get information out to participants in plenty of time for the sessions.

Thanks!

Memos are initialed by To/From/Subject block

Headings are optional in memos

Plain paper for page 2

Same margins as p 1.

Brief subject line or reader's name

2 Page number

February 18, 2012

Also OK to line up page number, date at left under reader's name

Capitalize first letter of all major words in heading

Triple-space before a heading (two blank spaces)

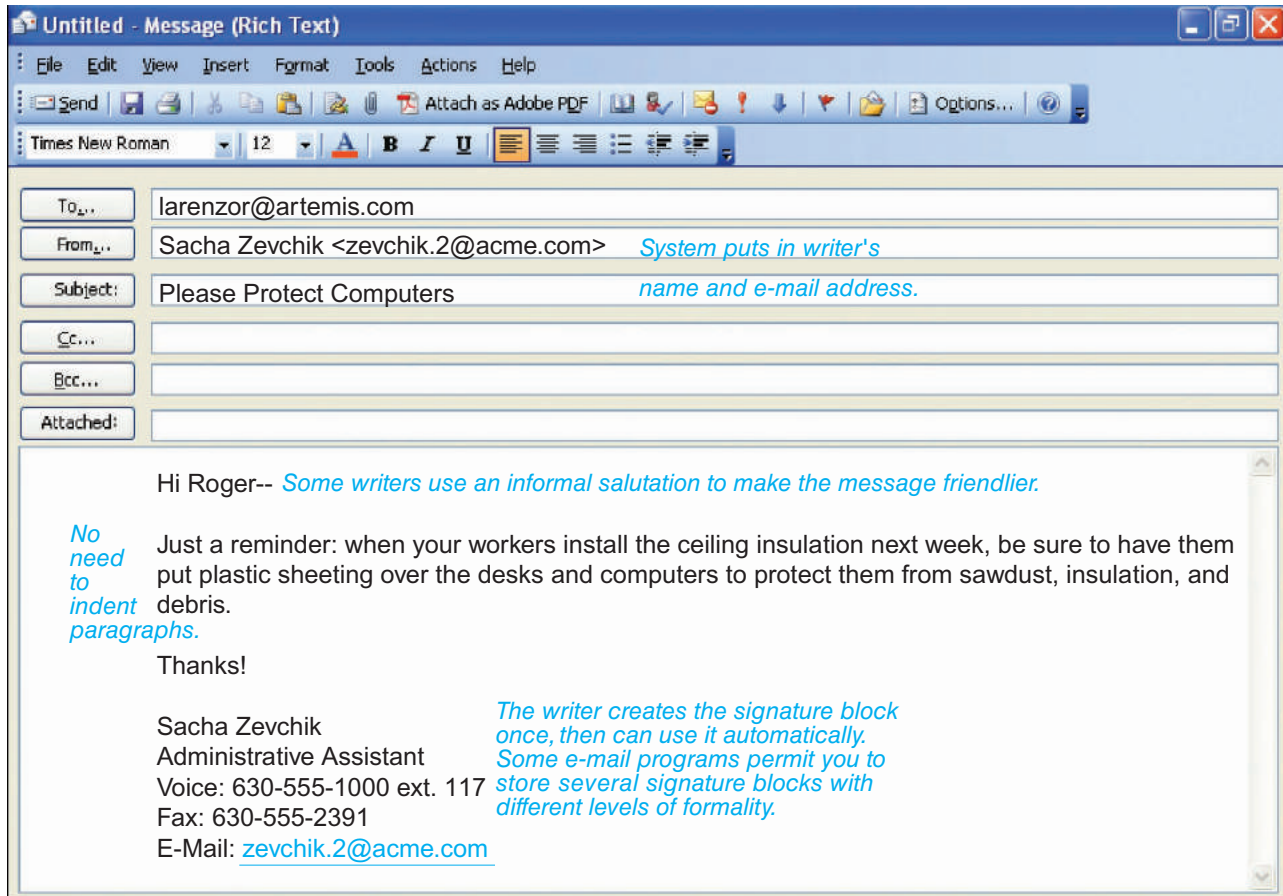
Figure A.12 A Basic E-Mail Message (direct request)

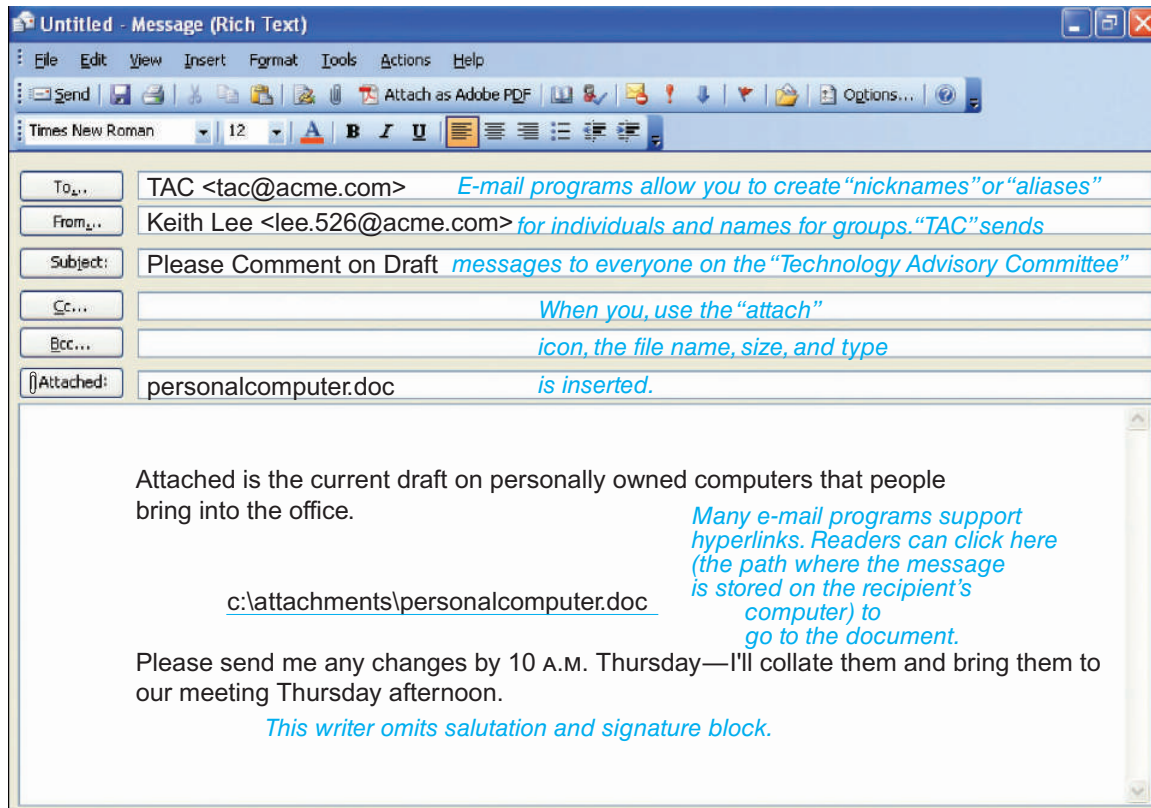
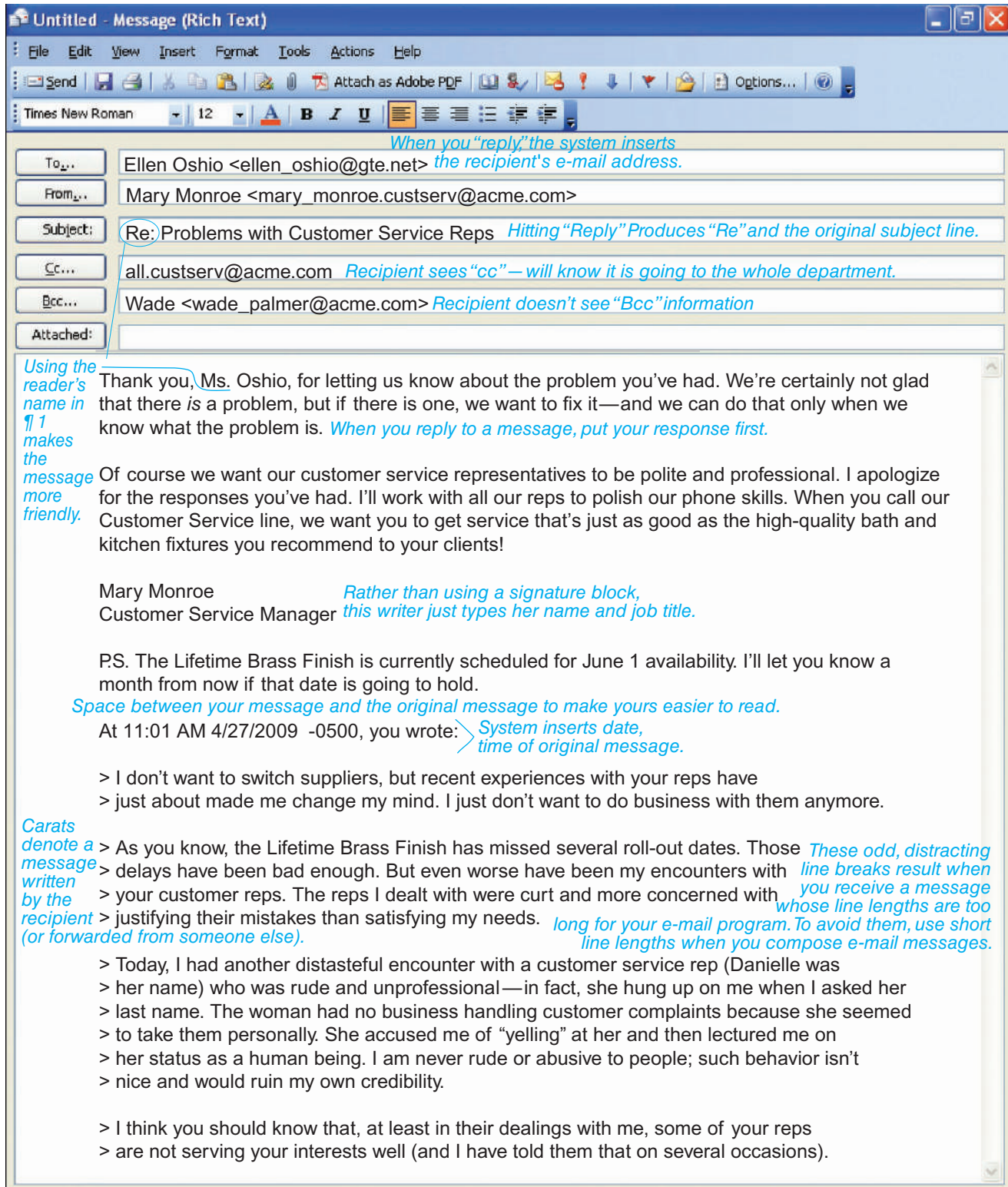
Figure A.13 An E-Mail Message with an Attachment (direct request)

Figure A.14 An E-Mail Reply with Copies (response to a complaint)

STATE AND PROVINCE ABBREVIATIONS

States with names of more than five letters are frequently abbreviated in letters and memos. The post office abbreviations use two capital letters with no punctuation. See Figure A.15.

Figure A.15 Post Office Abbreviations for States, Territories, and Provinces

State name	Post office abbreviation	State name	Post office abbreviation
Alabama	AL	Missouri	MO
Alaska	AK	Montana	MT
Arizona	AZ	Nebraska	NE
Arkansas	AR	Nevada	NV
California	CA	New Hampshire	NH
Colorado	CO	New Jersey	NJ
Connecticut	CT	New Mexico	NM
Delaware	DE	New York	NY
District of Columbia	DC	North Carolina	NC
Florida	FL	North Dakota	ND
Georgia	GA	Ohio	OH
Hawaii	HI	Oklahoma	OK
Idaho	ID	Oregon	OR
Illinois	IL	Pennsylvania	PA
Indiana	IN	Rhode Island	RI
Iowa	IA	South Carolina	SC
Kansas	KS	South Dakota	SD
Kentucky	KY	Tennessee	TN
Louisiana	LA	Texas	TX
Maine	ME	Utah	UT
Maryland	MD	Vermont	VT
Massachusetts	MA	Virginia	VA
Michigan	MI	Washington	WA
Minnesota	MN	West Virginia	WV
Mississippi	MS	Wisconsin	WI
		Wyoming	WY
Territory name	Post office abbreviation	Province name	Post office abbreviation
Guam	GU	Alberta	AB
Puerto Rico	PR	British Columbia	BC
Virgin Islands	VI	Manitoba	MB
		New Brunswick	NB
		Newfoundland and Labrador	NL
		Northwest Territories	NT
		Nova Scotia	NS
		Nunavut	NU
		Ontario	ON
		Prince Edward Island	PE
		Quebec	QC
		Saskatchewan	SK
		Yukon Territory	YT

B

Writing Correctly

Appendix Outline

Using Grammar

- Agreement
- Case
- Dangling Modifier
- Misplaced Modifier
- Parallel Structure
- Predication Errors

Understanding Punctuation

Punctuating Sentences

- Comma Splices
- Run-on Sentences
- Fused Sentences
- Sentence Fragments

Punctuation within Sentences

- Apostrophe
- Colon

- Comma
- Dash
- Hyphen
- Parentheses
- Period
- Semicolon

Special Punctuation Marks

- Quotation Marks
- Square Brackets
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Writing Numbers and Dates

Words That Are Often Confused

Proofreading Symbols

Learning Objectives

After studying this appendix, you will know

- LO B-1** Common grammar usage.
- LO B-2** Correct ways to use punctuation.
- LO B-3** The right way to use words that are often confused.

Too much concern for correctness at the wrong stage of the writing process can backfire: writers who worry about grammar and punctuation when they're writing a first or second draft are more likely to get writer's block. Wait till you have your ideas on paper to check your draft for correct grammar, punctuation, typing of numbers and dates, and word use. Use the proofreading symbols at the end of this appendix to indicate changes needed in a printed copy.

Most writers make a small number of grammatical errors repeatedly. Most readers care deeply about only a few grammatical points. Keep track of the feedback you get (from your instructors now, from your supervisor later) and put your energy into correcting the errors that bother the people who read what you write. A command of standard grammar will help you build the credible, professional image you want to create with everything you write.

USING GRAMMAR **LO B-1**

With the possible exception of spelling, grammar is the aspect of writing that writers seem to find most troublesome. Faulty grammar is often what executives are objecting to when they complain that college graduates or MBAs "can't write."

Agreement

Subjects and verbs agree when they are both singular or both plural.

Incorrect: The **accountants** who conducted the audit **was** recommended highly.

Correct: The **accountants** who conducted the audit **were** recommended highly.

Subject-verb agreement errors often occur when other words come between the subject and the verb. Edit your draft by finding the subject and the verb of each sentence.

American usage treats company names and the words *company* and *government* as singular nouns. British usage treats them as plural:

Correct (US): **State Farm Insurance trains its** agents well.

Correct (Great Britain): **Lloyds of London train their** agents well.

Use a plural verb when two or more singular subjects are joined by *and*.

Correct: Larry McGreevy **and I are** planning to visit the client.

Use a singular verb when two or more singular subjects are joined by *or*, *nor*, or *but*.

Correct: Either the shipping clerk **or** the superintendent **has** to sign the order.

When the sentence begins with *Here* or *There*, make the verb agree with the subject that follows the verb.



Banished Words

Correct grammar and spelling are basic ways to signal careful, intelligent writing. Another fundamental is to choose words and phrases that say what you mean. Out of habit or carelessness, however, writers may sprinkle their work with meaningless words.

To highlight the problem, Lake Superior State University each January announces its “List of Words Banished from the Queen’s English for Mis-Use, Over-Use and General Uselessness.” A sample from their lists:

- *Captured alive*—If someone is dead, it’s too late to capture him or her.
- *Place stamp here* (on a return envelope)—This phrase states the obvious. Mail requires postage; we know where to put the stamp, don’t we?
- *On the ground* (in news broadcasts)—With the exception of the occasional report from a helicopter or battleship, where else would the reporter be?
- *It is what it is*—This phrase says nothing.
- *An accident that didn’t need to happen*—Some accidents need to happen?
- *Drug deal gone bad*—Are drug deals ever good?

Adapted from “List of Banished Words,” Lake Superior State University, accessed June 28, 2011, <http://www.lssu.edu/banished>.

Correct: Here **is** the **booklet** you asked for.

Correct: There **are** the **blueprints** I wanted.

Note that some words that end in *s* are considered to be singular and require singular verbs.

Correct: A **series** of meetings **is** planned.

When a situation doesn’t seem to fit the rules, or when following a rule produces an awkward sentence, revise the sentence to avoid the problem.

Problematic: The Plant Manager in addition to the sales representative (was, were?) pleased with the new system.

Better: The Plant Manager **and** the sales representative **were** pleased with the new system.

Problematic: None of us (is, are?) perfect.

Better: **All** of us **have** faults.

Errors in **noun–pronoun agreement** occur if a pronoun is of a different number or person than the word it refers to.

Incorrect: All **drivers** of leased **automobiles** are billed \$300 if damages to **his automobile** are caused by a collision.

Correct: All **drivers** of leased **automobiles** are billed \$300 if damages to **their automobiles** are caused by collisions.

Incorrect: A **manager** has only **yourself** to blame if things go wrong.

Correct: **As a manager, you** have only **yourself** to blame if things go wrong.

The following words require a singular verb and pronoun:

everybody	neither
each	nobody
either	a person
everyone	

Correct: **Everyone** should bring **his or her copy** of the manual to the next session on changes in the law.

If the pronoun pairs necessary to avoid sexism seem cumbersome, avoid the terms in this list. Instead, use words that take plural pronouns or use second-person *you*.

Each pronoun must refer to a specific word. If a pronoun does not refer to a specific term, add a word to correct the error.

Incorrect: We will open three new stores in the suburbs. **This** will bring us closer to our customers.

Correct: We will open three new stores in the suburbs. **This strategy** will bring us closer to our customers.

Hint: Make sure *this* and *it* refer to a specific noun in the previous sentence. If either refers to an idea, add a noun (“this strategy”) to make the sentence grammatically correct.

Use *who* and *whom* to refer to people and *which* to refer to objects. *That* can refer to anything: people, animals, organizations, and objects.

Correct: The new **Executive Director, who** moved here from Boston, is already making friends.

Figure B.1 The Case of the Personal Pronoun

	Nominative (subject of clause)	Possessive	Objective	Reflexive/ intensive
Singular				
1st person	I	my, mine	me	myself
2nd person	you	your, yours	you	yourself
3rd person	he/she/it one/who	his/her(s)/its one's/whose	him/her/it one/whom	himself/herself/itself oneself/(no form)
Plural				
1st person	we	our, ours	us	ourselves
2nd person	you	your, yours	you	yourselves
3rd person	they	their, theirs	them	themselves

Correct: The **information**, **which** she wants now, will be available tomorrow.

Correct: This confirms the **price that** I quoted you this morning.

Case

Case refers to the grammatical role a noun or pronoun plays in a sentence. Figure B.1 identifies the case of each personal pronoun.

Use **nominative case** pronouns for the subject of a clause.

Correct: Shannon Weaver and I talked to the customer, **who** was interested in learning more about integrated software.

Use **possessive case** pronouns to show who or what something belongs to.

Correct: Microsoft Office will exactly meet **her** needs.

Use **objective case** pronouns as objects of verbs or prepositions.

Correct: When you send in the quote, thank **her** for the courtesy she showed Shannon and **me**.

Hint: Use *whom* when *him* would fit grammatically in the same place in your sentence.

To (who/whom) do you intend to give this report?

You intend to give this report to him.

Whom is correct.

Have we decided (who, whom?) will take notes?

Have we decided he will take notes?

Who is correct.

Use **reflexive** pronouns to refer to or emphasize a noun or pronoun that has already appeared in the sentence.

Correct: **I myself** think the call was a very productive one.

Do not use reflexive pronouns as subjects of clauses or as objects of verbs or propositions.



The Errors That Bother People in Organizations

Professor Maxine Hairston constructed a questionnaire with 65 sentences, each with one grammatical error. The administrators, executives, and business people who responded were most bothered by the following:

- Wrong verb forms ("he brung his secretary with him")
 - Double negatives
 - Objective pronoun used for subject of sentence ("Him and Richards were the last ones hired.")
 - Sentence fragments
 - Run-on sentences
 - Failure to capitalize proper names
 - "Would of" for "would have"
 - Lack of subject-verb agreement
 - Comma between verb and complement ("Cox cannot predict, that street crime will diminish.")
 - Lack of parallelism
 - Adverb errors ("He treats his men bad.")
 - "Set" for "sit"
- They also disliked
- Errors in word meaning
 - Dangling modifiers
 - "I" as objective pronoun ("The army moved my husband and I")
 - Not setting off interrupters (e.g., "However") with commas
 - Tense switching
 - Plural modifiers with singular nouns.

Based on Maxine Hairston, "Not All Errors Are Created Equal: Nonacademic Readers in the Professions Respond to Lapses in Usage," *College English* 43, no. 8 (December 1981), 794–806.



The Fumblrules of Grammar

1. Avoid run-on sentences they are hard to read.
2. A writer must not shift your point of view.
3. Verbs has to agree with their subjects.
4. No sentence fragments.
5. Reserve the apostrophe for it's proper use and omit it when its not needed.
6. Proofread carefully to see if you any words out.
7. Avoid commas, that are unnecessary.
8. Steer clear of incorrect forms of verbs that have snuck in the language.
9. In statements involving two word phrases make an all out effort to use hyphens.
10. Last but not least, avoid clichés like the plague; seek viable alternatives.

Quoted from William Safire, "On Language: The Fumblrules of Grammar," *New York Times Magazine*, November 11, 1979, 16; and "On Language: Fumblrule Follow-up," *New York Times Magazine*, November 25, 1979, 14.

- Incorrect: Elaine and **myself** will follow up on this order.
 Correct: Elaine and **I** will follow up on this order.
 Incorrect: He gave the order to Dan and **myself**.
 Correct: He gave the order to Dan and **me**.

Note that the first-person pronoun comes after names or pronouns that refer to other people.

Dangling Modifier

A **modifier** is a word or phrase that gives more information about the subject, verb, or object in a clause. A **dangling modifier** refers to a wrong word or word that is not actually in the sentence. The solution is to reword the modifier so that it is grammatically correct.

- Incorrect: **Confirming our conversation, the truck** will leave Monday. [The speaker is doing the confirming. But the speaker isn't in the sentence.]
 Incorrect: **At the age of eight,** I began teaching my children about American business. [This sentence says that the author was eight when he or she had children who could understand business.]

Correct a dangling modifier in one of these ways:

- Recast the modifier as a subordinate clause.

- Correct: **As I told you,** the truck will leave Monday.
 Correct: **When they were eight,** I began teaching my children about American business.

- Revise the main clause so its subject or object can be modified by the nowdangling phrase.

- Correct: **Confirming our conversation,** I have scheduled the truck to leave Monday.
 Correct: **At the age of eight,** my children began learning about American business.

Hint: Whenever you use a verb or adjective that ends in *-ing*, make sure it modifies the grammatical subject of your sentence. If it doesn't, reword the sentence.

Misplaced Modifier

A **misplaced modifier** appears to modify another element of the sentence than the writer intended.

- Incorrect: Customers who complain **often** alert us to changes we need to make. [Does the sentence mean that customers must complain frequently to teach us something? Or is the meaning that frequently we learn from complaints?]

Correct a misplaced modifier by moving it closer to the word it modifies or by adding punctuation to clarify your meaning. If a modifier modifies the whole sentence, use it as an introductory phrase or clause; follow it with a comma.

- Correct: **Often,** customers who complain alert us to changes we need to make.

Parallel Structure

Items in a series or list must have the same grammatical structure.

- Not parallel: In the second month of your internship, **you will**
- 1. **Learn** how to resolve customers' complaints.
 - 2. **Supervision** of desk staff.
 - 3. **Interns will help** plan store displays.
- Parallel: In the second month of your internship, **you will**
- 1. **Learn** how to resolve customers' complaints.
 - 2. **Supervise** desk staff.
 - 3. **Plan** store displays.
- Also parallel: **Duties** in the second month of your internship include **resolving** customers' complaints, **supervising** desk staff, and **planning** store displays.

Hint: When you have two or three items in a list (whether the list is horizontal or vertical) make sure the items are in the same grammatical form. Put lists vertically to make them easier to see.

Predication Errors

The predicate of a sentence must fit grammatically and logically with the subject. Make sure that the verb describes the action done by or done to the subject.

- Incorrect: Our **goals should begin** immediately.
- Correct: **Implementing** our goals **should begin** immediately.
- In sentences using *is* and other linking verbs, the complement must be a noun, an adjective, or a noun clause.
- Incorrect: The **reason** for this change **is because** the SEC now requires fuller disclosure.
- Correct: The **reason** for this change **is that the** SEC now requires fuller disclosure.


UNDERSTANDING PUNCTUATION LO B-2

Punctuation marks are road signs to help readers predict what comes next. (See Figure B.2.)

When you move from the subject to the verb, you're going in a straight line; no comma is needed. When you end an introductory phrase or clause, the comma tells readers the introduction is over and you're turning to the main clause. When words interrupt the main clause, like this, commas tell the reader when to turn off the main clause for a short side route and when to return.

Figure B.2 What Punctuation Tells the Reader

Mark	Tells the reader
Period	We're stopping.
Semicolon	What comes next is closely related to what I just said.
Colon	What comes next is an example of what I just said.
Dash	What comes next is a dramatic example of or a shift from what I just said.
Comma	What comes next is a slight turn, but we're going in the same basic direction.



Anguished English

Richard Lederer recorded the following howlers in headlines:

- CEMETERY
ALLOWS PEOPLE TO BE BURIED BY THEIR PETS.
- KICKING BABY CONSIDERED TO BE HEALTHY.
- DIRECTOR OF TRUMAN LIBRARY KNOWS NEWS-MAN'S PROBLEMS—HE WAS ONE.
- MAN FOUND BEATEN, ROBBED BY POLICE.

Quoted from Richard Lederer, *More Anguished English* (New York: Delacorte Press, 1993), 166–67.



What Bothers Your Boss?

Most bosses care deeply about only a few points of grammar. Find out which errors are your supervisor's pet peeves, and avoid them.

Any living language changes. New usages appear first in speaking. Here are four issues on which experts currently disagree:

1. Plural pronouns to refer to *everybody*, *everyone*, and *each*. Standard grammar says these words require singular pronouns.
2. Split infinitives. An infinitive is the form of a verb that contains *to*: *to understand*. An infinitive is split when another word separates the *to* from the rest of an infinitive: *to easily understand*.
3. *Hopefully* to mean *I hope that*. *Hopefully* means "in a hopeful manner." However, a speaker who says "Hopefully, the rain will stop" is talking about the speaker's hope, not the rain's.
4. *Abbreviations without periods*. Abbreviations such as US or MBA now frequently appear without periods.

Ask your instructor and your boss whether they are willing to accept the less formal usage. When you write to someone you don't know, use standard grammar and usage.

Some people have been told to put commas where they'd take breaths. That's bad advice. How often you'd take a breath depends on how big your lung capacity is, how fast and loud you're speaking, and how much emphasis you want. Commas aren't breaths. Instead, like other punctuation, they're road signs.

PUNCTUATING SENTENCES

A sentence contains at least one main clause. A **main** or **independent clause** is a complete statement. A **subordinate** or **dependent clause** contains both a subject and a verb but is not a complete statement and cannot stand by itself. A phrase is a group of words that does not contain both a subject and a verb.

Main clauses

Your order will arrive Thursday.
He dreaded talking to his supplier.
I plan to enroll for summer school classes.

Subordinate clauses

if you place your order by Monday
because he was afraid the product would be out of stock
since I want to graduate next spring

Phrases

With our current schedule
As a result
After talking to my advisor

A clause with one of the following words will be subordinate:

after	if
although, though	when, whenever
because, since	while, as
before, until	

Using the correct punctuation will enable you to avoid four major sentence errors: comma splices, run-on sentences, fused sentences, and sentence fragments.

Comma Splices

A **comma splice** or **comma fault** occurs when two main clauses are joined only by a comma (instead of by a comma and a coordinating conjunction).

Incorrect: The contest will start in June, the date has not been set.

Correct a comma splice in one of the following ways:

- If the ideas are closely related, use a semicolon rather than a comma. If they aren't closely related, start a new sentence.

Correct: The contest will start in June; the exact date has not been set.

- Add a coordinating conjunction.

Correct: The contest will start in June, but the exact date has not been set.

- Subordinate one of the clauses.

Correct: Although the contest will start in June, the exact date has not been set.

Remember that you cannot use just a comma with the following transitions:

however	nevertheless
therefore	moreover

Instead, either use a semicolon to separate the clauses or start a new sentence.

Incorrect: Computerized grammar checkers do not catch every **error**, **however**, they may be useful as a first check before an editor reads the material.

Correct: Computerized grammar checkers do not catch every **error**; **however**, they may be useful as a first check before an editor reads the material.

Run-on Sentences

A **run-on sentence** strings together several main clauses using *and*, *but*, *or*, *so*, and *for*. Run-on sentences and comma splices are “mirror faults.” A comma splice *uses only* the comma and omits the coordinating conjunction, while a run-on sentence uses *only* the conjunction and omits the comma. Correct a short run-on sentence by adding a comma. Separate a long run-on sentence into two or more sentences. Consider subordinating one or more of the clauses.

Incorrect: We will end up with a much smaller markup **but** they use a lot of this material **so** the volume would be high **so** try to sell them on fast delivery **and** tell them our quality is very high.

Correct: **Although we will end up with a much smaller markup**, volume would be high **since they use a lot of this material**. Try to sell them on fast delivery and high quality.

Fused Sentences

A **fused sentence** results when two sentences or more are *fused*, or joined with neither punctuation nor conjunctions. To fix the error, add the punctuation, add punctuation and a conjunction, or subordinate one of the clauses.

Incorrect: The advantages of Intranets are **clear** **the** challenge is persuading employees to share information.

Correct: The advantages of Intranets are **clear**; **the** challenge is persuading employees to share information.

Also correct: **Although** the advantages of Intranets are **clear**, **the** challenge is persuading employees to share information.

Sentence Fragments

In a **sentence fragment**, a group of words that is not a complete sentence is punctuated as if it were a complete sentence.

Incorrect: Observing these people, I have learned two things about the program. **The time it takes. The rewards it brings.**

To fix a sentence fragment, either add whatever parts of the sentence are missing or incorporate the fragment into the sentence before it or after it.

Correct: Observing these people, I have learned that the program **is time-consuming but rewarding**.

Remember that clauses with the following words are not complete sentences. Join them to a main clause.



Pity the Apostrophe

The apostrophe is so often misused that in England John Richards founded the Apostrophe Protection Society. The society's website, www.apostrophe.org.uk/, summarizes the basic rules for using apostrophes in English. The entertaining part of the website is its examples, photos of signs that have abused apostrophes in many ways, including overuse and omission. Here are some examples:

- In a banquet hall's brochure: "The Ultimate Attraction for all sorts of Function's ranging from, Fair's, Carnival's, Bon Fire Display's, Music Concert's, Party's, Ball's, Corporate Function's and even Wedding's" (and that's just what the ideas range *from*; *imagine what they range to!*).
- By a parking lot: "Resident's and Visitor's Only" (meaning something belonging to one resident and one visitor).
- By a school parking lot: "Reserved for Principals Office" (a sign that will not enhance the school's reputation).
- In a set of contest rules: "The judges decision is final." (Writer couldn't decide where to put the apostrophe, so he or she didn't try.)
- At a government office building: "Disabled Access (All Depts's) via Dep. of Social Security" (trying all punctuation possibilities at once).

Adapted from The Apostrophe Protection Society Homepage, Floating Lily Designs, last updated February 21, 2011, <http://www.apostrophe.org.uk/>.

after	if
although, though	when, whenever
because, since	while, as
before, until	

Incorrect: We need to buy a new computer system. *Because our current system is obsolete.*

Correct: We need to buy a new computer system *because our current system is obsolete.*

PUNCTUATION WITHIN SENTENCES

The good business and administrative writer knows how to use the following punctuation marks: apostrophes, colons, commas, dashes, hyphens, parentheses, periods, and semicolons.

Apostrophe

1. Use an apostrophe in a contraction to indicate that a letter or symbol has been omitted.

We're trying to renegotiate the contract.

The *'90s* were years of restructuring for our company.

2. To indicate possession, add an apostrophe and an *s* to the word.

The *corporation's* home office is in Houston, Texas.

Apostrophes to indicate possession are especially essential when one noun in a comparison is omitted.

This *year's* sales will be higher than last year's.

When a word already ends in an *s*, add an apostrophe or an apostrophe and *s* to make it possessive.

The meeting will be held at New *Orleans'* convention center.

With many terms, the placement of the apostrophe indicates whether the noun is singular or plural.

Incorrect: The program should increase the *participant's* knowledge. [Implies that only one participant is in the program.]

Correct: The program should increase the *participants'* knowledge. [Many participants are in the program.]

Hint: Use "of" in the sentence to see where the apostrophe goes.

The figures of last year = last year's figures

The needs of our customers = our customers' needs

Note that possessive pronouns (e.g., *his*, *ours*) usually do not have apostrophes. The only exception is *one's*.

The company needs the goodwill of *its* stockholders.

His promotion was announced yesterday.

One's greatest asset is the willingness to work hard.

3. Do not use an apostrophe to make plurals.

Incorrect: Use the **folder's** above the cabinet to file these documents.

Correct: Use the **folders** above the cabinet to file these documents.

Colon

1. Use a colon to separate a main clause and a list that explains the last element in the clause. The items in the list are specific examples of the word that appears immediately before the colon.

Please order the following **supplies**:

Printer cartridges

Computer paper (20-lb. white bond)

Bond paper (25-lb., white, 25% cotton)

Company letterhead

Company envelopes

When the list is presented vertically, capitalize the first letter of each item in the list. When the list is run in with the sentence, you don't need to capitalize the first letter after the colon.

Please order the following **supplies**: printer cartridges, computer paper (20-lb. white bond), bond paper (25-lb., white, 25% cotton), company letterhead, and company envelopes.

Do not use a colon when the list is grammatically part of the main clause.

Incorrect: The rooms will have coordinated decors in natural colors **such as**: eggplant, moss, and mushroom.

Correct: The rooms will have coordinated decors in natural colors **such as** eggplant, moss, and mushroom.

Also correct: The rooms will have coordinated decors in a variety of natural **colors**: eggplant, moss, and mushroom.

If the list is presented vertically, some authorities suggest introducing the list with a colon even though the words preceding the colon are not a complete sentence.

2. Use a colon to join two independent clauses when the second clause explains or restates the first clause.

Selling is simple: give people the service they need, and they'll come back with more orders.

Comma

1. Use commas to separate the main clause from an introductory clause, the reader's name, or words that interrupt the main clause. Note that commas both precede and follow the interrupting information.

R. J. **Garcia**, the new Sales **Manager**, comes to us from the Des Moines office.

A **nonrestrictive** (nonessential) **clause** gives extra information that is not needed to identify the noun it modifies. Because nonrestrictive clauses give extra information, they need extra commas.



The History of Punctuation

WHENWRITING
BEGANTHERE
WERENOBREAKS

BETWEENWORDS

In inscriptions on monuments in ancient Greece, breaks were chosen to create balance and proportion.

WHENWRITING
BEGANTHERE
WERENOBREAKSBETWEENWORDS

In the third century bce, Aristophanes added a dot high in the line (like this ●), after a complete thought, or *periodos*. For part of a complete thought, or *colon*, he used a dot on the line (like this ●). For a comma, or subdivision of a colon, he used a dot halfway up (like this ●).

The monks in the Middle Ages substituted a strong slash for the midway dot. As time went on, the strong slash was shortened and acquired a curl—becoming our comma today.

Based on Lionel Casson, “howandwhy punctuationevercametobeinvented,” *Smithsonian* 19, no. 7 (October 1988), 216.

Sue Decker, who wants to advance in the organization, has signed up for the company training program in sales techniques.

Do not use commas to set off information that restricts the meaning of a noun or pronoun. **Restrictive clauses** give essential, not extra, information.

Anyone who wants to advance in the organization should take advantage of on-the-job training.

The clause “who wants to advance in the organization” restricts the meaning of the pronoun *anyone*.

Do not use commas to separate the subject from the verb, even if you would take a breath after a long subject.

Incorrect: Laws requiring registration of anyone collecting \$5,000 or more on behalf of another person, apply to schools and private individuals as well to charitable groups and professional fund-raisers.

Correct: Laws requiring registration of anyone collecting \$5,000 or more on behalf of another person □ apply to schools and private individuals as well to charitable groups and professional fund-raisers.

2. Use a comma, with a conjunction, after the first clause in a compound sentence.

This policy eliminates all sick-leave credit of the employee at the time of retirement, and payment will be made only once to any individual.

Do not use commas to join independent clauses without a conjunction. Doing so produces comma splices.

3. Use commas to separate items in a series. Using a comma before the *and* or *or* is not required by some authorities, but using a comma always adds clarity. The comma is essential if any of the items in the series themselves contain the word *and*.

The company pays the full cost of hospitalization insurance for eligible employees, spouses, and unmarried dependent children under age 23.

Dash

Use dashes to emphasize a break in thought.

Ryertex comes in 30 grades—each with a special use.

To type a dash, use two hyphens with no space before or after.

Hyphen

1. Use a hyphen to indicate that a word has been divided between two lines.

Attach the original receipts for lodging, meals, tips, transportation, and registration fees.

Divide words at syllable breaks. If you aren’t sure where the syllables divide, look up the word in a dictionary. When a word has several syllables, divide it after a vowel or between two consonants. Don’t divide words of one syllable (e.g., *used*); don’t divide a two-syllable word if one of the syllables is only one letter long (e.g., *acre*).

2. Use hyphens to join two or more words used as a single adjective.

Order five 10- or 12-foot lengths.

The computer-prepared income and expense statements will be ready next Friday.

The hyphen prevents misreading. In the first example, five lengths are needed, not lengths of 5, 10, or 12 feet. In the second example, without the hyphen, the reader might think that *computer* was the subject and *prepared* was the verb.

Parentheses

1. Use parentheses to set off words, phrases, or sentences used to explain or comment on the main idea.

For the thinnest Ryertex (.015") only a single layer of the base material may be used, while the thickest (10") may contain over 600 greatly compressed layers of fabric or paper. By varying the fabric used (cotton, asbestos, glass, or nylon) or the type of paper, and by changing the kind of resin (phenolic, melamine, silicone, or epoxy), we can produce 30 different grades.

Any additional punctuation goes outside the second parenthesis when the punctuation applies to the whole sentence. It goes inside when it applies only to the words in the parentheses.

Please check the invoice to see if credit should be issued. (A copy of the invoice is attached.)

2. Use parentheses for the citations in a text. See Chapter 18 for examples.

Period

1. Use a period at the end of a sentence. Space once before the next sentence.
2. Use a period after some abbreviations. When a period is used with a person's initials, leave one space after the period before the next letter or word. In other abbreviations, no space is necessary.

R. J. Tebeaux has been named Vice President for Marketing.

The U.S. division plans to hire 300 new M.B.A.s in the next year.

The trend is to reduce the use of punctuation. It would also be correct to write

The US division plans to hire 300 new MBAs in the next year.

Semicolon

1. Use semicolons to join two independent clauses when they are closely related.

We'll do our best to fill your order promptly; however, we cannot guarantee a delivery date.

Using a semicolon suggests that the two ideas are very closely connected. Using a period and a new sentence is also correct but implies nothing about how closely related the two sentences are.

2. Use semicolons to separate items in a series when the items themselves contain commas.

The final choices for the new plant are El Paso, Texas; Albuquerque, New Mexico; Salt Lake City, Utah; Eureka, California; and Eugene, Oregon.

Hospital benefits are also provided for certain specialized care services such as diagnostic admissions directed toward a definite disease or injury; normal maternity delivery, Caesarean section delivery, or complications of pregnancy; and in-patient admissions for dental procedures necessary to safeguard the patient's life or health.

Hint: A semicolon could be replaced by a period and a capital letter. It has a sentence on both sides.

SPECIAL PUNCTUATION MARKS

Quotation marks, square brackets, ellipses, and underlining are necessary when you use quoted material.

Quotation Marks

1. Use quotation marks around the names of brochures, pamphlets, and magazine articles.

Enclosed are 30 copies of our pamphlet "Saving Energy."

You'll find articles like "How to Improve Your Golf Game" and "Can You Keep Your Eye on the Ball?" in every issue.

In US punctuation, periods and commas go inside quotation marks. Colons and semicolons go outside. Question marks go inside if they are part of the material being quoted.

2. Use quotation marks around words to indicate that you think the term is misleading.

These "pro-business" policies actually increase corporate taxes.

3. Use quotation marks around words that you are discussing as words.

Forty percent of the respondents answered "yes" to the first question.

Use "Ms." as a courtesy title for a woman unless you know she prefers another title.

It is also acceptable to italicize words instead of using quotation marks.

4. Use quotation marks around words or sentences that you quote from someone else.

"The Fog Index," says its inventor, Robert Gunning, is "an effective warning system against drifting into needless complexity."

Square Brackets

Use square brackets to add your own additions to or changes in quoted material.

Senator Smith's statement: "These measures will create a deficit."

Your use of Smith's statement: According to Senator Smith, "These measures [in the new tax bill] will create a deficit."

The square brackets show that Smith did not say these words; you add them to make the quote make sense in your document.

Ellipses

Ellipses are spaced dots. In typing, use three spaced periods for an ellipsis. When an ellipsis comes at the end of a sentence, use a dot immediately after the last letter of the sentence for a period. Then add three spaced dots, with another space after the last dot.

1. Use ellipses to indicate that one or more words have been omitted in the middle of quoted material. You do not need ellipses at the beginning or end of a quote.

The Wall Street Journal notes that Japanese magazines and newspapers include advertisements for a “\$2.1 million home in New York’s posh Riverdale section . . . 185 acres of farmland [and] . . . luxury condos on Manhattan’s Upper East Side.”

2. In advertising and direct mail, use ellipses to imply the pace of spoken comments.

If you’ve ever wanted to live on a tropical island . . . cruise to the Bahamas . . . or live in a castle in Spain . . .

. . . you can make your dreams come true with Vacations Extraordinaire.



More Anguished English

■ Family Physician.
Hours: 10:30–
12:20; 3:30–4:45

Monday-Friday. 10:30–11:45
Saturday. Limited Amount of
Patience.

- Aunt and Roach Killer.
- He is recovering from a near-fatal accident that sent him into a comma.
- The board voted by telephone pole.
- I found a liter of pups.

Quoted from Richard Lederer, *More Anguished English* (New York: Delacorte Press, 1993), 166–67.

Underlining and Italics

1. Underline or italicize the names of newspapers, magazines, and books.

The Wall Street Journal

The Wall Street Journal

Fortune

Fortune

The Wealth of Nations

The Wealth of Nations

Titles of brochures and pamphlets are put in quotation marks.

2. Underline or italicize words to emphasize them.

Here’s a bulletin that gives you, in handy chart form, workable data on over 50 different types of tubing and pipe.

You may also use bold to emphasize words. Bold type is better than either underlining or italics because it is easier to read.

WRITING NUMBERS AND DATES

Spell out **numbers** from one to nine. Use figures for numbers 10 and over in most cases. Always use figures for amounts of money (The new office costs \$1.7 million). Large numbers frequently use a combination of numbers and words (More than 20 million people are affected by this new federal regulation).

Spell out any number that appears at the beginning of a sentence. If spelling it out is impractical, revise the sentence so that it does not begin with a number.

Fifty students filled out the survey.

In 2002, euro notes and coins entered circulation.

When two numbers follow each other, spell out the smaller number and use figures for the larger number.

In **dates**, use figures for the day and year. The month is normally spelled out. Be sure to spell out the month in international business communication. American usage puts the month first, so that 1/10/12 means *January 10, 2012*. European usage puts the day first, so that 1/10/12 means *October 1, 2012*. Modern punctuation uses a comma before the year only when you give both the month and the day of the month:

May 1, 2012

but

Summers 2009–12

August 2012

Fall 2012

No punctuation is needed in military or European usage, which puts the day of the month first: 13 July 2012. Do not space before or after the slash used to separate parts of the date: 10/05–5/12.

Use a hyphen to join inclusive dates.

March–August 2012 (or write out: March to August 2012)

‘08–‘09

1999–2001

Note that you do not need to repeat the century in the date that follows the hyphen: 2011–12.

WORDS THAT ARE OFTEN CONFUSED LO B-3

Here’s a list of words that are frequently confused. Master them, and you’ll be well on the way to using words correctly.

1. accede/exceed
 accede: to yield
 exceed: to go beyond, surpass
 I accede to your demand that we not exceed the budget.
2. accept/except
 accept: to receive; to agree to
 except: to leave out or exclude; but
 I accept your proposal except for point 3.
3. access/excess
 access: the right to use; admission to
 excess: surplus
 As supply clerk, he had access to any excess materials.
4. adapt/adopt
 adapt: adjust
 adopt: to take as one’s own
 She would adapt her ideas so people would adopt them.
5. advice/advise
 advice: (noun) counsel
 advise: (verb) to give counsel or advice to someone
 I asked him to advise me, but I didn’t like the advice I got.
6. affect/effect
 affect: (verb) to influence or modify
 effect: (verb) to produce or cause; (noun) result
 He hoped that his argument would affect his boss’s decision, but so far as he could see, it had no effect.
 The tax relief effected some improvement for the citizens whose incomes had been affected by inflation.
7. affluent/effluent
 affluent: (adjective) rich, possessing in abundance
 effluent: (noun) something that flows out

Affluent companies can afford the cost of removing pollutants from the effluents their factories produce.

8. a lot/allot

a lot: many (informal)

allot: divide or give to

A lot of players signed up for this year's draft. We allotted one first-round draft choice to each team.

9. among/between

among: (use with more than two choices)

between: (use with only two choices)

This year the differences between the two candidates for president are unusually clear.

I don't see any major differences among the candidates for city council.

10. amount/number

amount: (use with concepts or items that can be measured but that cannot be counted individually)

number: (use when items can be counted individually)

It's a mistake to try to gauge the amount of interest he has by the number of questions he asks.

11. attributed/contributed

attributed: was said to be caused by

contributed: gave something to

The rain probably contributed to the accident, but the police officer attributed the accident to driver error.

12. cite/sight/site

cite: (verb) to quote

sight: (noun) vision, something to be seen

site: (noun) location, place where a building is or will be built

She cited the old story of the building inspector who was depressed by the very sight of the site for the new factory.

13. complement/compliment

complement: (verb) to complete, finish; (noun) something that completes

compliment: (verb) to praise; (noun) praise

The compliment she gave me complemented my happiness.

14. compose/comprise

compose: make up, create

comprise: consist of, be made up of, be composed of

The city council is composed of 12 members. Each district comprises an area 50 blocks square.

15. confuse/complicate/exacerbate

confuse: to bewilder

complicate: to make more complex or detailed

exacerbate: to make worse

Because I missed the first 20 minutes of the movie, I didn't understand what was going on. The complicated plot exacerbated my confusion.

16. dependant/dependent

dependant: (noun) someone for whom one is financially responsible



**The Knead for
Approve Reed Her
with a Spell Chequer**

"Who wood have
guest The Spell Che-
quer would super seed The
assent of the editor Who was
once a mane figure? . . . Once,
awl sought his council; Now nun
prophet from him. How suite
the job was; It was all sew fine.
. . . Never once was he board
As he edited each claws, Going
strait to his deer work Where
he'd in cyst on clarity. Now he's
holy unacceptable, Useless and
knot kneaded. . . . This is know
miner issue, Fore he cannot urn a
wage. Two this he takes a fence,
Butt nose naught watt too due.
He's wade each option Of jobs
he mite dew, But nothing peaks
his interest Like making pros
clear. Sum will see him silly For
being sew upset, But doesn't
good righting Go beyond the
write spelling?"

Quoted from Jeff Lovill, "On the Use-
lessness of an Editor in the Presents of
a Spell Chequer," *Technical Communi-
cation* 35, no. 4 (1988), 267; and Ed-
ward M. Chilton, "Various Comments
on 4Q88," *Technical Communication*
36, no. 2 (1989), 173.

dependent: (adjective) relying on someone else

IRS regulations don't let us count our 27-year-old son as a dependant, but he is still financially dependent on us.

17. describe/prescribe

describe: list the features of something, tell what something looks like

prescribe: specify the features something must contain

The law prescribes the priorities for making repairs. This report describes our plans to comply with the law.

18. different from/different than

Almost always *different from* (try changing the adjective *different* to the verb *differs*)

Bob's job description is different from mine.

The most common exception is the indirect comparison.

Susan has a different attitude than you and I [*do* is implied].

19. discreet/discrete

discreet: tactful, careful not to reveal secrets

discrete: separate, distinct

I have known him to be discreet on two discrete occasions.

20. disinterested/uninterested

Disinterested: impartial

Uninterested: unconcerned

Because our boss is uninterested in office spats, she makes a disinterested referee.

21. elicit/illicit

elicit: (verb) to draw out

illicit: (adjective) not permitted, unlawful

The reporter could elicit no information from the senator about his illicit love affair.

22. eminent/immanent/imminent

eminent: distinguished

immanent: existing in the mind or consciousness

imminent: about to happen

The eminent doctor believed that death was imminent. The eminent minister believed that God was immanent.

23. farther/further

Farther: use for physical difference

Further: use for metaphoric difference; also use for *additional* or *additionally*

As I traveled farther from the destruction at the plant, I pondered the further evidence of sabotage presented to me today.

24. fewer/less

fewer: (use for objects that can be counted individually)

less: (use for objects that can be measured but not counted individually)

There is less sand in this bucket; there are probably fewer grains of sand, too.

25. forward/foreword

forward: ahead

foreword: preface, introduction

The author looked forward to writing the foreword to the book.

26. good/well
good: (adjective, used to modify nouns; as a noun, means something that is good)
well: (adverb, used to modify verbs, adjectives, and other adverbs)
Her words “Good work!” told him that he was doing well.
He spent a great deal of time doing volunteer work because he believed that doing good was just as important as doing well.
27. i.e./e.g.
i.e.: (*id est*—that is) introduces a restatement or explanation of the preceding word or phrase
e.g.: (*exempli gratia*—for the sake of an example; for example) introduces one or more examples
Although he had never studied Latin, he rarely made a mistake in using Latin abbreviations, e.g., i.e., and etc., because he associated each with a mnemonic device (i.e., a word or image used to help one remember something). He remembered *i.e.* as *in effect*, pretended that *e.g.* meant *example given*, and used *etc.* only when *examples to continue* would fit.
28. imply/infer
imply: suggest, put an idea into someone’s head
infer: deduce, get an idea out from something
She implied that an announcement would be made soon. I inferred from her smile that it would be an announcement of her promotion.
29. it’s/its
it’s: it is, it has
its: belonging to it
It’s clear that a company must satisfy its customers to stay in business.
30. lectern/podium
lectern: raised stand with a slanted top that holds a manuscript for a reader or notes for a speaker
podium: platform for a speaker or conductor to stand on
I left my notes on the lectern when I left the podium at the end of my talk.
31. lie/lay
lie: to recline; to tell a falsehood (never takes an object)
lay: to put an object on something (always takes an object)
He was laying the papers on the desk when I came in, but they aren’t lying there now.
32. loose/lose
loose: not tight
lose: to have something disappear
If I lose weight, this suit will be loose.
33. moral/morale
moral: (adjective) virtuous, good; (noun: morals) ethics, sense of right and wrong
morale: (noun) spirit, attitude, mental outlook
Studies have shown that coed dormitories improve student morale without harming student morals.
34. objective/rationale
objective: goal



Spelling Demons

The words listed below (in order of increasing difficulty) are among the most frequently misspelled words in English. How many of them do you spell correctly?

1. Grammar
2. Argument
3. Surprise
4. Achieve
5. Definitely
6. Separate
7. Desirable
8. Development
9. Existence
10. Occasion
11. Assistant
12. Repetition
13. Privilege
14. Dependent
15. Consensus
16. Accommodate
17. Occurrence
18. Commitment
19. Allotted
20. Liaison
21. Proceed
22. Harass
23. Dissention
24. Prerogative
25. Inadvertent

Based on Bruce O. Boston, ed., *Stet!* (Alexandria, VA: Editorial Experts, 1986), 267–68

rationale: reason, justification

The objective of the meeting was to explain the rationale behind the decision.

35. personal/personnel

personal: individual, to be used by one person

personnel: staff, employees

All personnel will get personal computers by the end of the year.

36. possible/possibly

possible: (adjective) something that can be done

possibly: (adverb) perhaps

It is possible that we will be able to hire this spring. We can choose from possibly the best graduating class in the past five years.

37. precede/proceed

precede: (verb) to go before

proceed: (verb) to continue; (noun: proceeds) money

Raising the money must precede spending it. Only after we obtain the funds can we proceed to spend the proceeds.

38. principal/principle

principal: (adjective) main; (noun) person in charge; money lent out at interest

principle: (noun) basic truth or rule, code of conduct

The Prince, Machiavelli's principal work, describes his principles for ruling a state.

39. quiet/quite

quiet: not noisy

quite: very

It was quite difficult to find a quiet spot anywhere near the floor of the stock exchange.

40. regulate/relegate

regulate: control

relegate: put (usually in an inferior position)

If the federal government regulates the size of lettering on country road signs, we may as well relegate the current signs to the garbage bin.

41. respectfully/respectively

respectfully: with respect

respectively: to each in the order listed

When I was introduced to the queen, the prime minister, and the court jester, I bowed respectfully, shook hands politely, and winked, respectively.

42. role/roll

role: part in a play or script, function (in a group)

roll: (noun) list of students, voters, or other members; round piece of bread; (verb) move by turning over and over

While the teacher called the roll, George—in his role as class clown—threw a roll he had saved from lunch.

43. simple/simplistic

simple: not complicated

simplistic: watered down, oversimplified

She was able to explain the proposal in simple terms without making the explanation sound simplistic.

44. stationary/stationery

stationary: not moving, fixed

stationery: paper

During the earthquake, even the stationery was not stationary.

45. their/there/they're

their: belonging to them

there: in that place

they're: they are

There are plans, designed to their specifications, for the house they're building.

46. to/too/two

to: (preposition) function word indicating proximity, purpose, time, etc.

too: (adverb) also, very, excessively

two: (adjective) the number 2

The formula is too secret to entrust to two people.

47. unique/unusual

unique: sole, only, alone

unusual: not common

I believed that I was unique in my ability to memorize long strings of numbers until I consulted *Guinness World Records* and found that I was merely unusual: someone else had equaled my feat in 1993.

48. verbal/oral

verbal: using words

oral: spoken, not written

His verbal skills were uneven: his oral communication was excellent, but he didn't write well. His sensitivity to nonverbal cues was acute: he could tell what kind of day I had just by looking at my face.

Hint: Oral comes from the Latin word for mouth, *os*. Think of Oral-B Toothbrushes: for the mouth. Verbal comes from the Latin word for word, *verba*. Nonverbal language is language that does not use words (e.g., body language, gestures).

49. whether/weather

whether: (conjunction) used to introduce possible alternatives

weather: (noun) state of the atmosphere: wet or dry, hot or cold, calm or storm

We will have to see what the weather is before we decide whether to hold the picnic indoors or out.

50. your/you're

your: belonging to you

you're: you are

You're the top candidate for promotion in your division.

PROOFREADING SYMBOLS

Use the proofreading symbols in Figure B.3 to make corrections on paper copies. Figure B.4 shows how the symbols can be used to correct a typed text.

Figure B.3 Proofreading Symbols















	delete		move to left
	insert a letter		move to right
	start a new paragraph here		move up
	stet (leave as it was before the marked change)		move down
	transpose (reverse)		leave a space
	lower case (don't capitalize)		close up
	capitalize		align vertically

Figure B.4 Marked Text

We could cut our travel bill by reimbursing employees only for the cost of a budget hotel or motel room.

A recent article from *The Wall Street Journal* suggests that many low-cost hotels and motels are trying to appeal to business travelers. Chains that are actively competing for the business market include

Motel 6
Hampton Inns
Fairfield Inns
Econologue
Super 8
Comfort Inn
Travelodge.

To attract business travelers, some budget chains now offer free local phone calls, free in-room movies, free continental breakfasts, and free computer hookups.

By staying in a budget hotel, the business travelers can save at least \$10 to \$20 a night--often much more. For a company whose employees travel frequently, the savings can be considerable. Last year Megacorp reimbursed employees for a total of 4,392 nights in hotels. If each employee had stayed in a budget hotel, our expenses for travel would be \$44,000 to \$88,000 lower. Budget hotels would not be appropriate for sales meetings since they lack photocopying facilities and meeting rooms. However, we could and should use budget hotels and motels for ordinary on-the-road travel.

APPENDIX B

Exercises and Problems

*Go to www.mhhe.com/locker10e for additional Exercises and Problems.

B.1 Diagnostic Test on Punctuation and Grammar

Identify and correct the errors in the following passages.

- a. Company's are finding it to their advantage to cultivate their suppliers. Partnerships between a company and it's suppliers can yield hefty payoffs for both company and supplier. One example is Bailey Controls an Ohio headquartered company. Bailey make control systems for big factories. They treat suppliers almost like departments of their own company. When a Bailey employee passes a laser scanner over a bins bar code the supplier is instantly alerted to send more parts.
- b. Entrepreneur Trip Hawkins appears in Japanese ads for the video game system his company designed. "It plugs into the future! he says in one ad, in a cameo spliced into shots of U.S kids playing the games. Hawkins is one of several US celebrities and business people whom plug products on Japanese TV. Jodie Foster, harrison ford, and Charlie Sheen adverstises canned coffee beer and cigarettes respectively.
- c. Mid size firms employing between 100 and 1000 peopole represent only 4% of companies in the U.S.; but create 33% of all new jobs. One observe attributes their success to their being small enough to take advantage of economic opportunity's agilely, but big enough to have access to credit and to operate on a national or even international scale. The biggest hiring area for midsize company's is wholesale and retail sales (38% of jobs), construction (20% of jobs, manufacturing (19% of jobs), and services (18 of jobs).

B.2 Providing Punctuation

Provide the necessary punctuation in the following sentences. Note that not every box requires punctuation.

1. The system ☐ s ☐ user ☐ friendly design ☐
provides screen displays of work codes ☐ rates ☐
and client information.
2. Many other factors also shape the organization ☐ s
☐ image ☐ advertising ☐ brochures ☐ proposals ☐
stationery ☐ calling cards ☐ etc.
3. Charlotte Ford ☐ author of ☐ Charlotte Ford ☐ s ☐
Book of Modern Manners ☐ ☐ says ☐ ☐ Try to mention
specifics of the conversation to fix the interview
permanently in the interviewer ☐ s ☐ mind and be
sure to mail the letter the same day ☐ before the
hiring decision is made ☐ ☐
4. What are your room rates ☐ and charges for food
service ☐
5. We will need accommodations for 150 people ☐
five meeting rooms ☐ one large room and four
small ones ☐ ☐ coffee served during morning
and afternoon breaks ☐ and lunches and
dinners.
6. The Operational Readiness Inspection ☐ which
occurs once every three years ☐ is a realistic exercise
☐ which evaluates the National Guard ☐ s ☐ ability
to mobilize ☐ deploy ☐ and fight.
7. Most computer packages will calculate three different
sets of percentages ☐ row percentages ☐ column
percentages ☐ and table percentages ☐
8. In today ☐ s ☐ economy ☐ it ☐ s almost impossible
for a firm to extend credit beyond it ☐ s regular
terms.
9. The Department of Transportation does not have
statutory authority to grant easements ☐ however
☐ we do have authority to lease unused areas of
highway right ☐ of ☐ way.
10. The program has two goals ☐ to identify employees
with promise ☐ and to see that they get the training
they need to advance.

B.3 Providing Punctuation

Provide the necessary punctuation in the following sentences. Note that not every box requires punctuation.

- Office work □ □ especially at your desk □ □ can create back □ shoulder □ neck □ or wrist strain.
- I searched for □ vacation □ and □ vacation planning □ on Google and Bing.
- I suggest putting a bulletin board in the rear hallway □ and posting all the interviewer □ s □ photos on it.
- Analyzing audiences is the same for marketing and writing □ you have to identify who the audiences are □ understand how to motivate them □ and choose the best channel to reach them.
- The more you know about your audience □ □ who they are □ what they buy □ where they shop □ □ the more relevant and effective you can make your ad.
- The city already has five □ two □ hundred □ bed hospitals.
- Students run the whole organization □ and are advised by a board of directors from the community.
- The company is working on three team □ related issues □ interaction □ leadership □ and team size.
- I would be interested in working on the committee □ however □ I have decided to do less community work so that I have more time to spend with my family.
- You can create you own future □ □ says Frank Montañó □ □ You have to think about it □ crystalize it in writing □ and be willing to work at it □ We teach a lot of goal □ setting and planning in our training sessions □ □

B.4 Creating Agreement

Revise the following sentences to correct errors in noun–pronoun and subject–verb agreement.

- If there's any tickets left, they'll be \$17 at the door.
- A team of people from marketing, finance, and production are preparing the proposal.
- Image type and resolution varies among clip art packages.
- Your health and the health of your family is very important to us.
- If a group member doesn't complete their assigned work, it slows the whole project down.
- Baker & Baker was offended by the ad agency's sloppy proposal, and they withdrew their account from the firm.
- To get out of debt you need to cut up your credit cards, which is hard to do.
- Contests are fun for employees and creates sales incentives.
- The higher the position a person has, the more professional their image should be.
- A new employee should try to read verbal and nonverbal signals to see which aspects of your job are most important.

B.5 Correcting Case Errors

Revise the following sentences to correct errors in pronoun case.

- I didn't appreciate him assuming that he would be the group's leader.
- Myself and Jim made the presentation.
- Employees which lack experience in dealing with people from other cultures could benefit from seminars in intercultural communication.
- Chandra drew the graphs after her and I discussed the ideas for them.
- Please give your revisions to Cindy, Tyrone, or myself by noon Friday.
- Let's keep this disagreement between you and I.

B.6 Improving Modifiers

Revise the following sentences to correct dangling and misplaced modifiers.

- Originally a group of four, one member dropped out after the first meeting due to a death in the family.
- Examining the data, it is apparent that most of our sales are to people on the northwest side of the city.
- As a busy professional, we know that you will want to take advantage of this special offer.
- Often documents end up in files that aren't especially good.
- By making an early reservation, it will give us more time to coordinate our trucks to better serve you.

B.7 Creating Parallel Structure

Revise the following sentences to create parallel structure.

1. To narrow a web search,
 - Put quotation marks around a phrase when you want an exact term.
 - Many search engines have wild cards (usually an asterisk) to find plurals and other forms of a word.
 - Reading the instructions on the search engine itself can teach you advanced search techniques.
2. Men drink more alcoholic beverages than women.
3. Each issue of *Hospice Care* has articles from four different perspectives: legislative, health care, hospice administrators, and inspirational authors.
4. The university is one of the largest employers in the community, brings in substantial business, and the cultural impact is also big.
5. These three tools can help competitive people be better negotiators:
 1. Think win-win.
 2. It's important to ask enough questions to find out the other person's priorities, rather than jumping on the first advantage you find.
 3. Protect the other person's self-esteem.
6. These three questions can help cooperative people be better negotiators:
 1. Can you developing a specific alternative to use if negotiation fails?
 2. Don't focus on the bottom line. Spend time thinking about what you want and why you need it.
 3. Saying "You'll have to do better than that because . . ." can help you resist the temptation to say "yes" too quickly.

B.8 Correcting Sentence Errors

Revise the following sentences to correct comma splices, run-on sentences, fused sentences, and sentence fragments.

1. Members of the group are all experienced presenters, most have had little or no experience using PowerPoint.
2. Proofread the letter carefully and check for proper business format because errors undercut your ability to sell yourself so take advantage of your opportunity to make a good first impression.
3. Some documents need just one pass others need multiple revisions.
4. Videoconferencing can be frustrating. Simply because little time is available for casual conversation.
5. Entrepreneurs face two main obstacles. Limited cash. Lack of business experience.
6. The margin on pet supplies is very thin and the company can't make money selling just dog food and the real profit is in extras like neon-colored leashes, so you put the dog food in the back so people have to walk by everything else to get to it.
7. The company's profits jumped 15%. Although its revenues fell 3%.
8. The new budget will hurt small businesses it imposes extra fees it raises the interest rates small businesses must pay.
9. Our phones are constantly being used. Not just for business calls but also for personal calls.
10. Businesses are trying to cut travel costs, executives are taking fewer trips and flying out of alternate airports to save money.

B.9 Editing for Grammar and Usage

Revise the following sentences to eliminate errors in grammar and usage.

1. The number of students surveyed that worked more than 20 hours a week were 60%.
2. Not everyone is promoted after six months some people might remain in the training program a year before being moved to a permanent assignment.
3. The present solutions that has been suggested are not adequate.
4. At times while typing and editing, the text on your screen may not look correct.
5. All employees are asked to cut back on energy waste by the manager.
6. The benefits of an online catalog are
 1. We will be able to keep records up-to-date;
 2. Broad access to the catalog system from any networked terminal on campus;
 3. The consolidation of the main catalog and the catalogs in the departmental and branch libraries;
 4. Cost savings.
7. You can take advantage of several banking services. Such as automatic withdrawal of a house or car payment and direct deposit of your pay check.
8. As a freshman, business administration was intriguing to me.
9. Thank you for the help you gave Joanne Jackson and myself.
10. I know from my business experience that good communication among people and departments are essential in running a successful corporation.

B.10 Writing Numbers

Revise the following sentences to correct errors in writing numbers.

1. 60% percent of the respondents hope to hold internships before they graduate.
2. 1992 marked the formal beginning of the European Economic Community.
3. In the year two thousand, twenty percent of the H-1B visas for immigrants with high-tech skills went to Indians.
4. More than 70,000,000 working Americans lack an employer-sponsored retirement plan.
5. The company's sales have risen to \$16 million but it lost five million dollars.

B.11 Using Plurals and Possessives

Choose the right word for each sentence.

1. Many Canadian (companies, company's) are competing effectively in the global market.
2. We can move your (families, family's) furniture safely and efficiently.
3. The (managers', manager's) ability to listen is just as important as his or her technical knowledge.
4. A (memos, memo's) style can build goodwill.
5. (Social workers, social worker's) should tell clients about services available in the community.
6. The (companies, company's) benefits plan should be checked periodically to make sure it continues to serve the needs of employees.
7. Information about the new community makes the (families, family's) move easier.
8. The (managers, manager's) all have open-door policies.
9. (Memos, memo's) are sent to other workers in the same organization.
10. Burnout affects a (social workers', social worker's) productivity as well as his or her morale.

B.12 Choosing the Right Word

Choose the right word for each sentence.

1. Exercise is (good, well) for patients who have had open-heart surgery.
2. This response is atypical, but it is not (unique, unusual).
3. The personnel department continues its (roll, role) of compiling reports for the federal government.
4. The Accounting Club expects (its, it's) members to come to meetings and participate in activities.
5. Part of the fun of any vacation is (cite, sight, site)-seeing.
6. The (lectern, podium) was too high for the short speaker.
7. The (residence, residents) of the complex have asked for more parking spaces.
8. Please order more letterhead (stationary, stationery).
9. The closing of the plant will (affect, effect) house prices in the area.
10. Better communication (among, between) design and production could enable us to produce products more efficiently.

B.13 Choosing the Right Word

Choose the right word for each sentence.

1. The audit revealed a small (amount, number) of errors.
2. Diet beverages have (fewer, less) calories than regular drinks.
3. In her speech, she (implied, inferred) that the vote would be close.
4. We need to redesign the stand so that the catalog is eye-level instead of (laying, lying) on the desk.
5. (Their, There, They're) is some evidence that (their, there, they're) thinking of changing (their, there, they're) policy.
6. The settlement isn't yet in writing; if one side wanted to back out of the (oral, verbal) agreement, it could.
7. In (affect, effect), we're creating a new department.
8. The firm will be hiring new (personal, personnel) in three departments this year.
9. Several customers have asked that we carry more campus merchandise, (i.e., e.g.) pillows and mugs with the college seal.
10. We have investigated all of the possible solutions (accept, except) adding a turning lane.

B.14 Choosing the Right Word

Choose the right word for each sentence.

1. The author (cites, sights, sites) four reasons for computer phobia.
2. The error was (do, due) to inexperience.
3. (Your, You're) doing a good job motivating (your, you're) subordinates.
4. One of the basic (principals, principles) of business communication is "Consider the reader."
5. I (implied, inferred) from the article that interest rates would go up.
6. Working papers generally are (composed, comprised) of working trial balance, assembly sheets, adjusting entries, audit schedules, and audit memos.
7. Eliminating time clocks will improve employee (moral, morale).
8. The (principal, principle) variable is the trigger price mechanism.
9. (Its, It's) (to, too, two) soon (to, too, two) tell whether the conversion (to, too, two) computerized billing will save as much time as we hope.
10. Formal training programs (complement, complement) on-the-job opportunities for professional growth.

B.15 Tracking Your Own Mechanical Errors

Analyze the mechanical errors (grammar, punctuation, word use, and typos) in each of your papers.

- How many different errors are marked on each paper?
- Which three errors do you make most often?
- Is the number of errors constant in each paper, or does the number increase or decrease during the term?

As your instructor directs,

- a. Correct each of the mechanical errors in one or more papers.
- b. Deliberately write two new sentences in which you make each of your three most common errors. Then write the correct version of each sentence.
- c. Write a memo to your instructor discussing your increasing mastery of mechanical correctness during the semester or quarter.
- d. Briefly explain to the class how to avoid one kind of error in grammar, punctuation, or word use.

A P P E N D I X

C

Citing and Documenting Sources

Appendix Outline

American Psychological Association (APA) Format

Modern Language Association (MLA) Format

Learning Objectives

After studying this appendix, you will know how to

LO C-1 Use APA format for citing and documenting sources.

LO C-2 Use MLA format for citing and documenting sources.

Citing and documenting sources is an important part of any research process. In effective business proposals and reports, sources are cited and documented smoothly and unobtrusively. **Citation** means attributing an idea or fact to its source in the body of the text: “Bill Gates argues that . . .” “According to the John Deere annual report. . .” **Documentation** means providing the bibliographic information readers would need to go back to the original source. The usual means of documentation are notes (endnotes or footnotes) and lists of references.

Failure to cite and document sources is **plagiarism**, the passing off of the words or ideas of others as one’s own. Plagiarism can lead to serious consequences. The news regularly showcases examples of people who have been fired or sued for plagiarism. Now that curious people can type sentences into Google and other search engines and find the sources, plagiarism is easier than ever to catch.

Note that citation and documentation are used in addition to quotation marks. If you use the source’s exact words, you’ll use the name of the person you’re citing and quotation marks in the body of the proposal or report; you’ll indicate the source in parentheses and a list of references or in a footnote or endnote. If you put the source’s idea into your own words (paraphrasing), or if you condense or synthesize information, you don’t need quotation marks, but you still need to tell whose idea it is and where you found it.

Long quotations (four typed lines or more) are used sparingly in business proposals and reports. Since many readers skip quotes, always summarize the main point of the quotation in a single sentence before the quotation itself. End the sentence with a colon, not a period, because it introduces the quote. Indent long quotations on the left to set them off from your text. Indented quotations do not need quotation marks; the indentation shows the reader that the passage is a quote.

To make a quotation fit the grammar of your report, you may need to change one or two words. Sometimes you may want to add a few words to explain something in the longer original. In both cases, use square brackets to indicate words that are your replacements or additions. Omit any words in the original source that are not essential for your purposes. Use ellipses (spaced dots) to indicate your omissions.

Document every fact and idea that you take from a source except facts that are common knowledge. Historical dates and facts are considered common knowledge (e.g., Barack Obama is the 44th president of the United States or the Twin Towers came down on September 11, 2001). Generalizations are considered common knowledge (“More and more women are entering the workforce”) even though specific statements about the same topic (such as the percentage of women in the workforce in 1975 and in 2010) would require documentation.

Two widely used formats for citing and documenting sources in proposals and reports are those of the American Psychological Association (APA) and the Modern Language Association (MLA). Each will be discussed in this appendix.

AMERICAN PSYCHOLOGICAL ASSOCIATION (APA) FORMAT **LO C-1**

The APA format is a widely used documentation style, most notably in the natural and human sciences. *Publication Manual of the American Psychological Association*, 6th edition, second printing, 2009, is the official source for this type of documentation.

For APA in-text citations, the source is indicated by the author's last name and the date of the work in parentheses, unless those items are already in the text. A comma separates the author's name from the date: (Salt, 2009). Page numbers are only given for direct quotations or in cases where the reader may need help to find the location: (Salt, 2009, p. 20). If you have a source with two authors, use an ampersand in the citation: (Locker & Kienzler, 2012). If the author's name is used in the sentence, only the date is given in parentheses. See Figure C.1 for a portion of a report that uses APA format.

At the end of your document, include a **References** list that provides the full bibliographic citation for each source used. Arrange the entries alphabetically by the first author's last name. Use only initials for first and middle names. Figure C.2 shows APA format examples of the most often used sources in proposals and reports.

MODERN LANGUAGE ASSOCIATION (MLA) FORMAT **LO C-2**

The MLA format is another widely used documentation style, most notably in the arts and humanities. *MLA Style Manual and Guide to Scholarly Publishing*, 3rd edition, 2008, is the official source for this type of documentation.

For MLA in-text citations, the source is indicated by the author's last name and page number in parentheses in the text for paraphrases and direct quotations. Unlike APA, the year is not given, unless you're using two or more works by the same author or if the dates are important. No comma separates the name and page number, and the abbreviation "p." is not used: (Salt 20). If you have a source with two authors, use "and" in the citation: (Locker and Kienzler 222). If the author's name is used in the sentence, only the page number is given in parentheses. See Figure C.3 for a portion of a report that uses MLA format and includes a Works Cited section.

At the end of your document, include a **Works Cited** list that provides the full bibliographic citation for each source you have cited. Arrange the entries alphabetically by the first author's last name. Use authors' names as they appear on the source. Note that the Works Cited list gives the medium (e.g., Web, Print, DVD). URLs for web sources are given only when the item may be otherwise hard to find. Figure C.4 shows MLA format examples of the most often used sources in proposals and reports.

Figure C.1 Report Paragraphs with APA Documentation

Headings and paragraph numbers help readers find material in a website without page numbers. If the source does not number the paragraphs, number the paragraphs yourself under each heading.

Square brackets indicate a change from the original to make the quote fit into the structure of your sentence.

Because source is adequately identified in text, no parenthetical source citation is needed.

Basic APA citation: Place author and date in parentheses; separate with a comma. Use page numbers only for a direct quote.

Date of publication (year, month day) for a weekly source.

Use URL of a specific web page; do not put period after URL. Break long URLs after a /.

Source by a corporate author.

Only initials for all names except last.

Social media can be defined as “technology facilitated dialogue among individuals or groups, such as blogs, microblogs, forums, wikis,” and other unofficial forms of electronic communication (Cone, 2008, *What is social media?* ¶. 1). In a 2008 study on social media, Cone found that 39% of Americans reported using social media websites at least once a week; 30% reported using them two or more times a week. Additionally, the study found that 34% believed that companies should have a presence on social media websites and use their presence to interact with their customers. *Fifty-one percent* of users believed that companies should be present on these websites but interact only if customers ask them to do so (Cone). “While the ultimate measure *[of most companies’ marketing efforts]* is sales, social media expands that because of its focus on influencers,” says Simon Salt (2009, p. 20), the CEO of Inc-Slingers, a marketing communication firm. For example, he says “cable provider Comcast utilizes social media to monitor existing customer issues. . . . Known on Twitter as @comcastcare, it quickly developed a reputation for engaging its customer base” (p. 20).

The Cone study also found that 25% of users of social media websites reported interacting with companies at least once a week. When asked what kind of role companies should play on these Web sites, 43% said giving virtual customer service, 41% said soliciting customer feedback. Among some of the most popular social media websites are Facebook, My Space, Twitter, Blogger, and Digg.

Twitter, a microblogging website, asks its users a simple question: “What are you doing?” Users can post their own updates and follow others’ updates. Twitter has grown at a breathtaking pace in the last few months. It registered a whopping 600% increase in traffic in the 12 months leading up to November 2008. It is estimated that the microblogging website has approximately 3 million registered account holders from across the globe (Salt, 2009). A message or post on Twitter, known as a “tweet,” cannot be more than 140 characters long. Companies and organizations are increasingly taking to Twitter.

Visible Technologies, a Seattle-based market research firm, helps companies search for valuable market information from a virtual pool of millions of tweets. Some of the firm’s clients include Hormel Foods and Panasonic. The computer manufacturer Dell, another customer, asks its customer representatives to interact with customers on Twitter. Recently, the company announced that it increased its sales by \$500,000 through the use of Twitter (Baker, 2008, Promotional Tweets, para. 1). Zappos.com, an online shoe seller, encourages its employees to use Twitter to communicate about subjects as wide-ranging as politics to marketing plans (Vascellaro, 2008).

List all works (but only those works) cited in the text. List sources alphabetically.

References

Baker, S. (2008, May 15). *Why Twitter matters*. *BusinessWeek*. Retrieved April 15, 2009, from http://www.businessweek.com/technology/content/may2008/tc20080514_269697.htm

Cone. (2008). 2008 business in social media study [Fact sheet]. Retrieved April 15, 2009 from http://www.coneinc.com/stuff/contentmgr/files/0/26ff8eb1d1a9371210502558013fe2a6/files/2008_business_in_social_media_fact_sheet.pdf

Salt, S. (2009, February 15). Track your success. *Marketing News*, 43, 20.

Vascellaro, J. (2008, October 27). Twitter goes mainstream. *Wall Street Journal*, p. R3.

Numbers at the beginning of sentences must be written out.

This citation for a direct quote uses only year and page number (“p.” before number) since author is identified in sentence.

An ellipsis (three spaced dots) indicates some material has been omitted. An extra dot serves as the period of the sentence.

No need to provide a citation for facts that are general or common knowledge.

Article titles use sentence capitalization and no quotation marks.

Retrieval date is month day, year.

Italicize volume number.

Don’t abbreviate month.

Figure C.2 APA Format for Sources Used Most Often in Proposals and Reports (Continued)

In the examples below, headings in green identify the kind of work being referenced.
The green headings are not part of the actual citation.

Put authors' last names first. Use only initials for first and middle names.

Article in a Periodical

Stowers, R. H., & Hummel, J. Y. (2011, June). The use of technology to combat plagiarism in business communication classes. *Business Communication Quarterly*, 74, 164–169. doi:10.1177/1080569911404406

Note comma after initial, use of ampersand, period after parenthesis.

In titles of articles and books capitalize only (1) first word, (2) first word of subtitle, (3) proper nouns.
No quotation marks around title of article.

Ampersands join names of coauthors, coeditors.

in business communication classes. *Business Communication Quarterly*, 74,

Use a DOI (Digital Object Identifier) when available because it is more stable than a URL.

164–169. doi:10.1177/1080569911404406

Give complete page numbers.

No "pp." when journal has a volume number

Volume number is italicized. Provide issue number in parentheses only if each issue begins with page 1.

Date is year, month day

Article in a Newspaper

Trottman, M. (2011, February 8). Facebook firing case is settled. *The Wall Street*

Capitalize all major words in title of journal, magazine, or newspaper.

Journal, p. B3.

Use "p." for single page, "pp." for multiple pages.

Chapter in an Edited book

Blakeslee, A. M. (2010). Addressing audiences in a digital age. In R. Spilka (Ed.), *Digital*

Author and editor names use initials for first and middle names.

Put editor before book title. Editor names have last names last.

literacy for technical communication: 21st century theory and practice (pp. 199–229).

Give state abbreviation

New York, NY: Routledge.

Use full page numbers for article.

Publication date: year, month day

Article from a Publication on the Web

Lowery, A. (2011, May 20). LinkedIn is worth \$9 billion? How the year's hottest IPO is

fueling speculation about a new tech bubble. *Slate*. Retrieved from [http://](http://www.slate.com/id/2295189/)

www.slate.com/id/2295189/

No punctuation after URL

Only list retrieval date if the source is likely to change (i.e., wikis, blogs); the date would be inserted between "Retrieved" and "from".

Book

Baker, A. C. (2010). *Catalytic conversations: Organizational communication and*

innovation. New York, NY: M. E. Sharpe.

Figure C.2 APA Format for Sources Used Most Often in Proposals and Reports (*Concluded*)

Book or Pamphlet with a Corporate Author
 American Cancer Society. (2011). *Cancer facts & figures 2010*. [Atlanta, GA:] Author.

Put in brackets information known to you but not printed in document.

Indicates organization authoring document also published it.

E-mail Message
 [Identify e-mail messages in the text as personal communication. Give name of author and specific date. Do not list in References.]

Government Document Available on the Web from the GPO Access Database
 U.S. Government Accountability Office. (2011, May 19). *Banking regulation: Enhanced guidance on commercial real estate risks needed*. (Publication No. GAO-11-489). Retrieved from Government Accountability Office Reports Online via GPO Access: <http://www.gao.gov/htext/d11477r.html>

Abbreviate and use periods.

Abbreviate Government Printing Office

Interview Conducted by the Researcher
 [Identify interview in the text as personal communication. Give name of interviewee and specific date. Do not list in References.]

n.d. if no date is given

Website
 Berry, T. (n.d.). *Getting started on your business plan*. Retrieved May 25, 2011, from <http://articles.bplans.com/writing-a-business-plan/getting-started-on-your-business-plan/26>

Break long URLs after a slash. No period after URL.

Italicize titles of stand-alone works. An article that is part of a larger work is put in Roman type and quotation marks.

Retrieval dates: Month day, year

Figure C.3 Report Paragraphs with MLA Documentation

Do not list page or paragraph numbers if the source is unnumbered.

Square brackets indicate a change from the original to make the quote fit into the structure of your sentence.

An ellipsis (three spaced dots) indicates some material has been omitted. An extra dot serves as the period of the sentence.

Because source is identified in text and has no page numbers, no citation is needed.

Basic MLA citation: author and page number. Give page number for facts as well as quotes. No comma or "p." between author and number.

Article titles use title capitalization and quotation marks.

Date of publication: day month (abbreviated) year.

Source by a corporate author.

All names typed as they appear in the source.

Abbreviate months with five or more letters.

Social media can be defined as "technology facilitated dialogue among individuals or groups, such as blogs, microblogs, forums, wikis" and other unofficial forms of electronic communication (Cone). In a 2008 study on social media, Cone found that 39% of Americans reported using social media websites at least once a week; 30% reported using them two or more times a week. Additionally, the study found that 34% believed that companies should have a presence on social media websites and use their presence to interact with their customers. Fifty-one percent of users believed that companies should be present on these websites but interact only if customers ask them to do so (Cone). "While the ultimate measure [of most companies' marketing efforts] is sales, social media expands that because of its focus on influencers," says Simon Salt, the CEO of Inc-Slingers, a marketing communication firm (20). For example, he says "cable provider Comcast utilizes social media to monitor existing customer issues. . . . Known on Twitter as @comcastcares, it quickly developed a reputation for engaging its customer base" (20).

The Cone study also found that 25% of users of social media websites reported interacting with companies at least once a week. When asked what kind of role companies should play on these websites, 43% said giving virtual customer service, 41% said soliciting customer feedback. Among some of the most popular social media websites are Facebook, MySpace, Twitter, Blogger, and Digg.

Twitter, a microblogging website, asks its users a simple question: "What are you doing?" Users can post their own updates and follow others' updates. Twitter has grown at a breathtaking pace in the last few months. It registered a whopping 600% increase in traffic in the 12 months leading up to November 2008. It is estimated that the micro-blogging website has approximately 3 million registered account holders from across the globe (Salt 20). A message or post on Twitter, known as a "tweet," cannot be more than 140 characters long. Companies and organizations are increasingly taking to Twitter.

Visible Technologies, a Seattle-based market research firm, helps companies search for valuable market information from a virtual pool of millions of tweets. Some of the firm's clients include Hormel Foods and Panasonic. The computer manufacturer Dell, another customer, asks its customer representatives to interact with customers on Twitter. Recently, the company announced that it increased its sales by \$500,000 through the use of Twitter (Baker). Zappos.com, an online shoe seller, encourages its employees to use Twitter to communicate, about subjects as wide-ranging as politics to marketing plans (Vascellaro R3).

Numbers at the beginnings of sentences must be written out.

No "p." before page number; use only page number since author identified in sentence.

Use page number (no "p.") for direct quote. Author's name is already in text, so is not repeated here.

No need to provide a citation for facts that are general or common knowledge.

Do not list headings or paragraph numbers if the source is unnumbered.

Works Cited

List all works (but only those works) cited in the text. List sources alphabetically.

Baker, Stephen. "Why Twitter Matters." *BusinessWeek*. 15 May 2008. Web. 2 Apr. 2009.

Date you visited site: day month year. Abbreviate months.

Cone. "2008 Business in Social Media Study." 2008. Web. 2 Apr. 2009. <http://www.coneinc.com/stuff/contentmgr/files/0/26ff8eb1d1a9371210502558013fe2a6/files/2008_business_in_social_media_fact_sheet.pdf>.

Type of source (Print or Web).

URL in angle brackets; period after angle brackets. Break long URLs after a slash. URLs are only given for sites that may be difficult to find otherwise.

Salt, Simon. "Track Your Success." *Marketing News*. 2 Apr. 2009: 20. Print.

Volume and issue number not listed for weekly magazines.

Vascellaro, Jessica. "Twitter Goes Mainstream." *Wall Street Journal*. 27 Oct. 2008: R3. Print.

Figure C.4 MLA Format for Sources Used Most Often in Proposals and Reports (Continued)

In the examples below, headings in green identify the kind of work being referenced.
The green headings are not part of the actual citation.

Use authors' full names as printed in source. First name first for second author

Join authors' names with "and"

Put quotation marks around title of article

Capitalize all major words in titles of articles, books, journals, magazines, and newspapers

Omit "1" in "169"

Use both volume and issue number; do not italicize

Entries designated as Print or Web

Omit introductory articles (e.g. "The") for newspapers and journals.

Date given as day month (abbreviated) year

Give author's or editor's full name as printed in the source.

Put book title before editor's name.

Editor's first name goes first

City of publication but not state

Access date

Publication date

Publisher or sponsor of site.

URLS are given only for sites that may be difficult to find.

Date after city and publisher

Article in a Periodical	Stowers, Robert H., and Julie Y. Hummel. "The Use of Technology to Combat Plagiarism in Business Communication Classes." <i>Business Communication Quarterly</i> 74.2 (2011): 164–69. Print.
Article in a Newspaper	Trotman, Melanie. "Facebook Firing Case Is Settled." <i>Wall Street Journal</i> 8 Feb. 2011: B3. Print.
Chapter in an Edited Book	Blakeslee, Ann M. "Addressing Audiences in a Digital Age." <i>Digital Literacy for Technical Communication: 21st Century Theory and Practice</i> . Ed. Rachel Spilka. New York: Routledge, 2010. 199–229. Print.
Article from a Publication on the Web	Lowery, Annie. "LinkedIn Is Worth \$9 Billion? How the Year's Hottest IPO Is Fueling Speculation about a New Tech Bubble." <i>Slate</i> . Washington Post Co. 20 May 2011. Web. 25 May 2011.
Book	Baker, Ann C. <i>Catalytic Conversations: Organizational Communication and Innovation</i> . New York: M. E. Sharpe, 2010. Print.

(Continued)

Figure C.4 MLA Format for Sources Used Most Often in Proposals and Reports (*Concluded*)**Book or Pamphlet with a Corporate Author**

American Cancer Society. *Cancer Facts & Figures 2010*. [Atlanta, GA:] ACS Publishing, 2011. Print.

Put in brackets information known to you but not printed in source.

E-mail Message

Kienzler, Donna S. "Re: Project Guidelines and New Criteria." Message to Abhijit Rao.

15 July 2011. E-mail.

Name of government, not abbreviated, then name of agency

Government Document Available on the Web from the GPO Access Database

United States. U.S. Government Accountability Office. *Banking Regulation: Enhanced*

Guidance on Commerical Real Estate Risks Needed. Rep GAO-11-489. Wahington:

GPO, 19 May 2011. Web. 25 May 2011. <<http://www.gao.gov/htext/d11477r.html>>.

Abbreviate Government Printing Office

Interview Conducted by the Researcher

Drysdale, Marissa. Telephone interview. 12 July 2011.

URL in angle brackets; period after angle brackets. Separate long URLs after a slash. URLs are given only for site that may be difficult to find.

Website

Italicize titles of stand-alone works. An article that is part of a larger work is put in Roman type and quotation marks.

Berry, Tim. "Getting Started on Your Business Plan." *Bplans* Palo Alto Software,

Publisher or sponsor of site

n.d. if no date is given

Inc., n.d. Web. 25 May 2011. <<http://articles.bplans.com/writing-a-business-plan/>

getting-started-on-your-busines-plan/26>.

Give URL if source is difficult to find.

Formatting a Scannable Résumé

Some people confuse electronic and scannable résumés. The former are résumés you send in or attach to an e-mail. The latter are paper résumés specially formatted for older software. If you need to create a scannable résumé, use these guidelines to increase the chances that your résumé is scanned correctly.

- Use one standard typeface such as Helvetica, Arial, Times New Roman, and Palatino in 11- or 12-point type.
- Eliminate decorative elements such as boxes or vertical or horizontal lines.
- Use a ragged-right margin rather than full justification. Scanners can't always handle the extra spaces between words and letters that full justification creates.
- Start all lines at the left margin.
- Don't use two-column formats.
- Don't italicize or underline words—even titles of books or newspapers that grammatically require such treatment.
- Use full caps for major headings if you wish, but don't overdo them. Make sure the letters do not touch each other.
- Use short, common headings, such as Education, Experience, and Honors.
- Don't use bullets or tabs. You can replace them with keyboard characters such as asterisks, hyphens, or spaces if you wish.
- Eliminate as much punctuation as possible. A computer searching for a particular term may not recognize it if it has a comma or a period behind it.
- List each phone number on its own line. List multiple addresses vertically rather than side by side.
- Print your résumé on high-quality 8-1/2 × 11 white or very light-colored paper. Use a high-quality printer.
- Mail paper copies flat in a page-sized envelope. Don't fold or staple the pages.

Note that these changes may add pages to your résumé. Be sure to put your name at the top of each page.

A

abstract A summary of a report, specifying the recommendations and the reasons for them. Also called an executive summary.

acknowledgment responses Nods, smiles, frowns, and words that let a speaker know you are listening.

active listening Feeding back the literal meaning or the emotional content or both so that the speaker knows that the listener has heard and understood.

active voice A verb that describes the action done by the grammatical subject of the sentence.

adjustment A positive response to a claim letter. If the company agrees to grant a refund, the amount due will be adjusted.

agenda A list of items to be considered or acted upon at a meeting.

alliteration A sound pattern occurring when several words begin with the same sound.

alternating pattern (of organization) Discussing the alternatives first as they relate to the first criterion, then as they relate to the second criterion, and so on: ABC, ABC, ABC. Compare *divided pattern*.

analytical report A report that interprets information.

argument The reasons or logic offered to persuade the audience.

assumptions Statements that are not proved in a report, but on which the recommendations are based.

audience benefits Benefits or advantages that the audience gets by using the communicator's services, buying the communicator's products, following the communicator's policies, or adopting the communicator's ideas. Audience benefits can exist for policies and ideas as well as for goods and services.

auxiliary audience People who may encounter your message but will not have to interact with it. This audience includes "read only" people.

average See *mean*.

B

bar chart A visual consisting of parallel bars or rectangles that represent specific sets of data.

behavioral economics A branch of economics that uses social and psychological factors in understanding decision making. It is particularly concerned with the limits of rationality in those decisions.

behavioral interviews Job interviews that ask candidates to describe actual behaviors they have used in the past in specific situations.

bias-free language Language that does not discriminate against people on the basis of sex, physical condition, race, age, or any other category.

blind ads Job listings that do not list the company's name.

blind copies Copies sent to other recipients that are not listed on the original letter, memo or e-mail.

block format In letters, a format in which inside address, date, and signature block are lined up at the left margin;

paragraphs are not indented. In *résumés*, a format in which dates are listed in one column and job titles and descriptions in another.

blocking Disagreeing with every idea that is proposed.

body language Nonverbal communication conveyed by posture and movement, eye contact, facial expressions, and gestures.

boilerplate Language from a previous document that a writer includes in a new document. Writers use boilerplate both to save time and energy and to use language that has already been approved by the organization's legal staff.

boxhead Used in tables, the boxhead is the variable whose label is at the top.

brainstorming A method of generating ideas by recording everything people in a group think of, without judging or evaluating the ideas.

branching question Question that sends respondents who answer differently to different parts of the questionnaire. Allows respondents to answer only those questions that are relevant to their experience.

bridge (in prospecting job letters) A sentence that connects the attention-getter to the body of a letter.

brochure Leaflet (often part of a direct mailing) that gives more information about a product or organization.

buffer A neutral or positive statement designed to allow the writer to delay, or buffer, the negative message.

build goodwill To create a good image of yourself and of your organization—the kind of image that makes people want to do business with you.

bullets Small circles (filled or open) or squares that set off items in a list. When you are giving examples, but the number is not exact and the order does not matter, use bullets to set off items.

business plan A document written to raise capital for a new business venture or to outline future actions for an established business.

businessese A kind of jargon including unnecessary words. Some words were common 200–300 years ago but are no longer part of spoken English. Some have never been used outside of business writing. All of these terms should be omitted.

buying time with limited agreement Agreeing with the small part of a criticism that one does accept as true.

bypassing Miscommunication that occurs when two people use the same language to mean different things.

C

case The grammatical role a noun or pronoun plays in a sentence. The nominative case is used for the subject of a clause, the possessive to show who or what something belongs to, the objective case for the object of a verb or a preposition.

central selling point A strong audience benefit, big enough to motivate people by itself, but also serving as an umbrella to cover other benefits and to unify the message.

channel The physical means by which a message is sent. Written channels include e-mails memos, letters, and billboards.

Oral channels include phone calls, speeches, and face-to-face conversations.

channel overload The inability of a channel to carry effectively all the messages that are being sent.

chartjunk Decoration that is irrelevant to a visual and that may be misleading.

checking for feelings Identifying the emotions that the previous speaker seemed to be expressing verbally or nonverbally.

checking for inferences Trying to identify the unspoken content or feelings implied by what the previous speaker has actually said.

chronological résumé A résumé that lists what you did in a dated order, starting with the most recent events and going backward in reverse chronology.

citation Attributing a quotation or other idea to a source in the body of the report.

claim The part of an argument that the speaker or writer wants the audience to agree with.

claim letter A letter seeking a replacement or refund.

clip art Predrawn images that you can import into your documents.

close The ending of a communication.

closed body position Includes keeping the arms and legs crossed and close to the body. Suggests physical and psychological discomfort, defending oneself, and shutting the other person out. Also called a defensive body position.

closed question Question with a limited number of possible responses.

closure report A report summarizing completed work that does not result in new action or a recommendation.

clowning Making unproductive jokes and diverting the group from its task.

cluster sample A sample of subjects at each of a random sample of locations. This method is usually faster and cheaper than random sampling when face-to-face interviews are required.

clustering A method of thinking up ideas by writing the central topic in the middle of the page, circling it, writing down the ideas that topic suggests, and circling them.

cognitive dissonance A theory which posits that it is psychologically uncomfortable to hold two ideas that are dissonant or conflicting. The theory of cognitive dissonance explains that people will resolve dissonance by deciding that one of the ideas is less important, by rejecting one of the ideas, or by constructing a third idea that has room for both of the conflicting ideas.

cold list A list used in marketing of people with no prior connection to your group.

collaborative writing Working with other writers to produce a single document.

collection letter A letter asking a customer to pay for goods and services received.

collection series A series of letters asking customers to pay for goods and services they have already received. Early letters in the series assume that the reader intends to pay but final letters threaten legal action if the bill is not paid.

comma splice or comma fault Using a comma to join two independent clauses. To correct, use a semicolon, use a comma with a conjunction, subordinate one of the clauses, or use a period and start a new sentence.

common ground Values and goals that the communicator and audience share.

communication channel The means by which you convey your message.

communication theory A theory explaining what happens when we communicate and where miscommunication can occur.

competitive proposal A proposal that has to compete for limited resources.

complaint letter A letter that challenges a policy or tries to get a decision changed.

complex sentence Sentence with one main clause and one or more subordinate clauses.

complimentary close The words after the body of the letter and before the signature. *Sincerely* and *Yours truly* are the most commonly used complimentary closes in business letters.

compound sentence Sentence with two main clauses joined by a comma and conjunction.

conclusions Section of a report or other communication that restates the main points.

conflict resolution Strategies for getting at the real issue, keeping discussion open, and minimizing hurt feelings so that people can find a solution that seems good to everyone involved.

connotations The emotional colorings or associations that accompany a word.

consensus Group solidarity supporting a decision.

contact letter Letter written to keep in touch with a customer or donor.

convenience sample A group of subjects to whom the researcher has easy access; not a random sample.

conventions Widely accepted practices.

conversational style Conversational patterns such as speed and volume of speaking, pauses between speakers, whether questions are direct or indirect. When different speakers assign different meanings to a specific pattern, miscommunication results.

coordination The second stage in the life of a task group, when the group finds, organizes, and interprets information and examines alternatives and assumptions. This is the longest of the stages.

corporate culture The values, beliefs, norms, history, and assumptions of an organization that shape behaviors and decisions of individual employees.

counterclaim A statement whose truth would negate the truth of the main claim.

credibility Ability to come across to the audience as believable.

criteria The standards used to evaluate or weigh the factors in a decision.

critical activities (in a schedule) Activities that must be done on time if a project is to be completed by its due date.

critical incident An important event that illustrates behavior or a history.

crop To trim a photograph to fit a specific space, typically to delete visual information that is unnecessary or unwanted.

culture The patterns of behavior and beliefs that are common to a people, nation, or organization.

cutaway drawings Line drawings that depict the hidden or interior portions of an object.

cycling The process of sending a document from writer to superior to writer to yet another superior for several rounds of revisions before the document is approved.

D

dangling modifier A phrase that modifies the wrong word or a word that is not actually in a sentence. To correct a dangling modifier, recast the modifier as a subordinate clause or revise the sentence so its subject or object can be modified by the dangling phrase.

decode To extract meaning from symbols.

decorative visual A visual that makes the speaker's points more memorable but that does not convey numerical data.

defensive body position See *closed body position*.

demographic characteristics Measurable features of an audience that can be counted objectively: age, education level, income, etc.

denotation A word's literal or "dictionary" meaning. Most common words in English have more than one denotation. Context usually makes it clear which of several meanings is appropriate.

dependent clause See *subordinate clause*.

descriptive abstract A listing of the topics an article or report covers that does not summarize what is said about each topic.

deviation bar charts Bar charts that identify positive and negative values, or winners and losers.

devil's advocate Person who defends a less popular viewpoint so that it receives fuller consideration.

dingbats Small symbols such as arrows, pointing fingers, and so forth that are part of a typeface.

direct mail A form of direct marketing that asks for an order, inquiry, or contribution directly from the reader.

direct mail package The outer envelope of a direct mail letter and everything that goes in it: the letter, brochures, samples, secondary letters, reply card, and reply envelope.

direct marketing All advertisements that ask for an order, inquiry, or contribution directly from the audience. Includes direct mail, catalogs, telemarketing (telephone sales), and newspaper and TV ads with 800 numbers to place an order.

direct request pattern A pattern of organization that makes the request directly in the first paragraph.

discourse community A group of people who share assumptions about what channels, formats, and styles to use for communication, what topics to discuss and how to discuss them, and what constitutes evidence.

divided pattern (of organization) Discussing each alternative completely, through all criteria, before going on to the next alternative: AAA, BBB, CCC. Compare *alternating pattern*.

document design The process of writing, organizing, and laying out a document so that it can be easily used by the intended audience.

documentation Full bibliographic information so that interested readers can go to the original source of material used in a report.

dominating (in groups) Trying to run a group by ordering, shutting out others, and insisting on one's own way.

dot chart A chart that shows correlations or other large data sets. Dot charts have labeled horizontal and vertical axes.

dot planning A way for large groups to set priorities; involves assigning colored dots to ideas.

E

editing Checking the draft to see that it satisfies the requirements of good English and the principles of business writing. Unlike revision, which can produce major changes in meaning, editing focuses on the surface of writing.

ego-involvement The emotional commitment that people have to their positions.

elimination of alternatives A pattern of organization for reports that discusses the problem and its causes, the impractical solutions and their weaknesses, and finally the solution the writer favors.

ellipsis Spaced dots used in reports to indicate that words have been omitted from quoted material and in direct mail to give the effect of pauses in speech.

emotional appeal A persuasive technique that uses the audience's emotions to make them want to do what the writer or speaker asks.

empathy The ability to put oneself in someone else's shoes, to feel with that person.

enclosure A document that accompanies a letter.

enunciate To voice all the sounds of each word while speaking.

evaluating Measuring something, such as a document draft or a group decision, against your goals and the requirements of the situation and audience.

evidence Data the audience already accepts.

exaggeration Making something sound bigger or more important than it really is.

executive summary See *abstract*.

expectancy theory A theory that argues that motivation is based on the expectation of being rewarded for performance and the importance of the reward.

external audiences Audiences who are not part of the writer's organization.

external documents Documents that go to people in another organization.

external report Report written by a consultant for an organization of which he or she is not a permanent employee.

extranets Web pages for customers and suppliers.

extrinsic motivators Benefits that are "added on"; they are not a necessary part of the product or action.

eye contact Looking another person directly in the eye.

F

- fallacies** Common errors in logic that weaken arguments.
- feasibility report** A report that evaluates a proposed action and shows whether or not it will work.
- feedback** The receiver's response to a message.
- figure** Any visual that is not a table.
- filler sounds** Syllables, such as *um* and *uh*, which some speakers use to fill silence as they mentally search for their next words.
- five Ws and H** Questions that must be answered early in a press release: who, what, when, where, why, and how.
- fixed font** A typeface in which each letter has the same width on the page. Sometimes called *typewriter typeface*.
- flaming** Sending out an angry e-mail message before thinking about the implications of venting one's anger.
- focus groups** Small groups who come in to talk with a skilled leader about a potential product or process.
- font** A unified style of type. Fonts come in various sizes.
- forecast** An overview statement that tells the audience what you will discuss in a section or an entire report.
- form letter** A prewritten, fill-in-the-blank letter designed to fit standard situations.
- formal meetings** Meetings run under strict rules, like the rules of parliamentary procedure summarized in *Robert's Rules of Order*.
- formal report** A report containing formal elements such as a title page, a transmittal, a table of contents, and an abstract.
- formalization** The third and last stage in the life of a task group, when the group makes its decision and seeks consensus.
- format** The parts of a document and the way they are arranged on a page.
- formation** The first stage in the life of a task group, when members choose a leader and define the problem they must solve.
- freewriting** A kind of writing uninhibited by any constraints. Freewriting may be useful in overcoming writer's block, among other things.
- frozen evaluation** An assessment that does not take into account the possibility of change.
- full justification** Making both right and left margins of a text even, as opposed to having a ragged right margin.
- fused sentence** The result when two or more sentences are joined without punctuation or conjunctions.

G

- Gantt charts** Bar charts used to show schedules. Gantt charts are most commonly used in proposals.
- gatekeeper** The audience with the power to decide whether your message is sent on to other audiences.
- gathering data** Physically getting the background data you need. It can include informal and formal research or simply getting the letter to which you're responding.
- general semantics** The study of the ways behavior is influenced by the words and other symbols used to communicate.

gerund The *-ing* form of a verb; grammatically, it is a verb used as a noun.

getting feedback Asking someone else to evaluate your work. Feedback is useful at every stage of the writing process, not just during composition of the final draft.

glossary A list of terms used in a document with their definitions.

good appeal An appeal in direct marketing that offers believable descriptions of benefits, links the benefits of the product or service to a need or desire that motivates the audience and makes the audience act.

goodwill The value of a business beyond its tangible assets, including its reputation and patronage. Also, a favorable condition and overall atmosphere of trust that can be fostered between parties conducting business.

goodwill ending Shift of emphasis away from the message to the reader. A goodwill ending is positive, personal, and forward-looking and suggests that serving the reader is the real concern.

goodwill presentation A presentation that entertains and validates the audience.

grammar checker Software program that flags errors or doubtful usage.

grapevine An organization's informal informational network that carries gossip and rumors as well as accurate information.

grid system A means of designing layout by imposing columns on a page and lining up graphic elements within the columns.

ground rules Procedural rules adopted by groups to make meetings and processes run smoothly.

grouped bar chart A bar chart that allows the viewer to compare several aspects of each item or several items over time.

groupthink The tendency for a group to reward agreement and directly or indirectly punish dissent.

guided discussion A presentation in which the speaker presents the questions or issues that both speaker and audience have agreed on in advance. Instead of functioning as an expert with all the answers, the speaker serves as a facilitator to help the audience tap its own knowledge.

H

headings Words or short phrases that group points and divide your letter, memo, e-mail or report into sections.

hearing Perceiving sounds. (Not the same thing as listening.)

hidden job market Jobs that are never advertised but that may be available or may be created for the right candidate.

hidden negatives Words that are not negative in themselves, but become negative in context.

high-context culture A culture in which most information is inferred from the context, rather than being spelled out explicitly in words.

histogram A bar chart using pictures, asterisks, or points to represent a unit of the data.

hypothetical interview question A questions that asks what a person would do in an imaginary situation

I

impersonal expression A sentence that attributes actions to inanimate objects, designed to avoid placing blame on a reader.

indented format A format for résumés in which items that are logically equivalent begin at the same horizontal space, with carryover lines indented.

independent clause See *main clause*.

infinitive The form of the verb that is preceded by *to*.

informal meetings Loosely run meetings in which votes are not taken on every point.

informal report A report using letter or memo format.

information interview An interview in which you talk to someone who works in the area you hope to enter to find out what the day-to-day work involves and how you can best prepare to enter that field.

information overload A condition in which a person cannot process all the messages he or she receives.

information report A report that collects data for the reader but does not recommend action.

informational dimensions Dimensions of group work focusing on the problem, data, and possible solutions.

informative message Message giving information to which the reader's basic reaction will be neutral.

informative presentation A presentation that informs or teaches the audience.

informative report A report that provides information.

inside address The reader's name and address; put below the date and above the salutation in most letter formats.

interactive presentation A presentation that is a conversation between the speaker and the audience.

intercultural competence The ability to communicate sensitively with people from other cultures and countries, based on an understanding of cultural differences.

internal audiences Audiences in the communicator's organization.

internal document Document written for other employees in the same organization.

internal documentation Providing information about a source in the text itself rather than in footnotes or endnotes.

internal report Reports written by employees for use only in their organization.

interpersonal communication Communication between people.

interpersonal dimensions In a group, efforts promoting friendliness, cooperation, and group loyalty.

interview Structured conversation with someone who is able to give you useful information.

intranet A web page just for employees.

intrapreneurs Innovators who work within organizations.

intrinsic motivators Benefits that come automatically from using a product or doing something.

introduction The part of a report that states the purpose and scope of the report. The introduction may also include limitations, assumptions, methods, criteria, and definitions.

J

jargon There are two kinds of jargon. The first kind is the specialized terminology of a technical field. The second is businessese, outdated words that do not have technical meanings and are not used in other forms of English.

judgment See *opinion*.

judgment sample A group of subjects whose views seem useful.

justification report Report that justifies the need for a purchase, an investment, a new personnel line, or a change in procedure.

justified margins Margins that end evenly on both sides of the page.

K

key words Words used in (1) a résumé to summarize areas of expertise, qualifications, and (2) an article or report to describe the content. Key words facilitate computer searches.

L

letter Short document using block, modified, or simplified letter format that goes to readers outside your organization.

letterhead Stationery with the organization's name, logo, address, and telephone number printed on the page.

limitations Problems or factors that constrain the validity of the recommendations of a report.

line graph A visual consisting of lines that show trends or allow the viewer to interpolate values between the observed values.

logical fallacies See *fallacies*.

low-context culture A culture in which most information is conveyed explicitly in words rather than being inferred from context.

M

main clause A group of words that can stand by itself as a complete sentence. Also called an independent clause.

Maslow's hierarchy of needs Five levels of human need posited by Abraham H. Maslow. They include physical needs, the need for safety and security, for love and belonging, for esteem and recognition, and for self-actualization.

mean The average of a group of numbers. Found by dividing the sum of a set of figures by the number of figures.

median The middle number in a ranked set of numbers.

memo Document using memo format sent to readers in your organization.

methods section The section of a report or survey describing how the data were gathered.

minutes Records of a meeting, listing the items discussed, the results of votes, and the persons responsible for carrying out follow-up steps.

mirror question Question that paraphrases the content of the answer an interviewee gave to the last question.

misplaced modifier A word or phrase that appears to modify another element of the sentence than the writer intended.

mixed punctuation Using a colon after the salutation and a comma after the complimentary close in a letter.

mode The most frequent number in a set of numbers.

modified block format A letter format in which the inside address, date, and signature block are lined up with each other one-half or two-thirds of the way over on the page.

modifier A word or phrase giving more information about another word in a sentence.

monochronic culture Culture in which people do only one important activity at a time.

monologue presentation A presentation in which the speaker talks without interruption. The presentation is planned and is delivered without deviation.

multiple graphs Three or more simple stories told by graphs juxtaposed to create a more powerful story.

Myers-Briggs Type Indicator A scale that categorizes people on four dimensions: introvert-extravert; sensing-intuitive; thinking-feeling; and perceiving-judging.

N

negative message A message in which basic information conveyed is negative; the reader is expected to be disappointed or angry.

networking Using your connections with other people to help you achieve a goal.

neutral subject line A subject line that does not give away the writer's stance on an issue.

noise Any physical or psychological interference in a message.

nominative case The grammatical form used for the subject of a clause. *I, we, he, she, and they* are nominative pronouns.

nonageist Refers to words, images, or behaviors that do not discriminate against people on the basis of age.

noncompetitive proposal A proposal with no real competition and hence a high probability of acceptance.

nonracist Refers to words, images, or behaviors that do not discriminate against people on the basis of race.

nonrestrictive clause A clause giving extra but unessential information about a noun or pronoun. Because the information is extra, commas separate the clause from the word it modifies.

nonsexist language Language that treats both sexes neutrally, that does not make assumptions about the proper gender for a job, and that does not imply that one sex is superior to or takes precedence over the other.

nonverbal communication Communication that does not use words.

normal interview A job interview with mostly expected questions.

noun-pronoun agreement Having a pronoun be the same number (singular or plural) and the same person (first, second, or third) as the noun it refers to.

O

objective case The grammatical form used for the object of a verb or preposition. *Me, us, him, her, and them* are objective pronouns.

omnibus motion A motion that allows a group to vote on several related items in a single vote. Saves time in formal meetings with long agendas.

open body position Includes keeping the arms and legs uncrossed and away from the body. Suggests physical and psychological comfort and openness.

open punctuation Using no punctuation after the salutation and the complimentary close.

open question Question with an unlimited number of possible responses.

opinion A statement that can never be verified, since it includes terms that cannot be measured objectively. Also called a judgment.

organization (in messages) The order in which ideas are arranged.

organizational culture The values, attitudes, and philosophies shared by people in an organization that shape its behaviors and reward structure.

outsourcing Going outside the company for products and services that once were made by the company's employees.

P

package The outer envelope and everything that goes in it in a direct mailing.

paired bar chart A bar chart that shows the correlation between two items.

parallel structure Using the same grammatical and logical form for words, phrases, clauses, and ideas in a series.

paraphrase To repeat in your own words the verbal content of another communication.

passive verb A verb that describes action done to the grammatical subject of the sentence.

people-first language Language that names the person first, then the condition: "people with mental retardation." Used to avoid implying that the condition defines the person's potential.

performance appraisals Supervisors' written evaluations of their subordinates' work.

persona The "author" or character who allegedly writes a document; the voice that a communicator assumes in creating a message.

personal brandings A pop term for marketing yourself, including job searching. It includes an expectation that you will use various options, including social media such as LinkedIn, to market yourself.

personal space The distance someone wants between him- or herself and other people in ordinary, nonintimate interchanges.

personalized A message that is adapted to the individual reader by including the reader's name and address and perhaps other information.

persuade To motivate and convince the audience to act or change a belief.

persuasive presentation A presentation that motivates the audience to act or to believe.

phishing e-mails E-mails that look like messages from official business but actually connect to private sites seeking to acquire data for fraud or identity theft.

pictogram A bar chart using pictures or symbols to represent a unit of data.

pie chart A circular chart whose sections represent percentages of a given quantity.

pitch The highness or lowness of a sound.

plagiarism Passing off the words or ideas of others as one's own.

planning All the thinking done about a subject and the means of achieving your purposes. Planning takes place not only when devising strategies for the document as a whole, but also when generating "miniplans" that govern sentences or paragraphs.

polarization A logical fallacy that argues there are only two possible positions, one of which is clearly unacceptable.

polychronic culture Culture in which people do several things at once.

population The group a researcher wants to make statements about.

positive emphasis Focusing on the positive rather than the negative aspects of a situation.

positive or good news message Message to which the reader's reaction will be positive.

possessive case The grammatical form used to indicate possession or ownership. *My, our, his, hers, its, and their* are possessive pronouns.

post office abbreviations Two-letter abbreviations for states and provinces.

prepositions Words that indicate relationships, for example, *with, in, under, at*.

presenting problem The problem that surfaces as the subject of discord. The presenting problem is often not the real problem.

primary audience The audience who will make a decision or act on the basis of a message.

primary research Research that gathers new information.

pro-and-con pattern A pattern of organization that presents all the arguments for an alternative and then all the arguments against it.

probe question A follow-up question designed to get more information about an answer or to get at specific aspects of a topic.

problem-solving pattern A pattern of organization that describes a problem before offering a solution to the problem.

procedural dimensions Dimensions of group work focusing on methods: how the group makes decisions, who does what, when assignments are due.

process of writing What people actually do when they write: planning, gathering, writing, evaluating, getting feedback, revising, editing, and proofreading.

progress report A statement of the work done during a period of time and the work proposed for the next period.

proofreading Checking the final copy to see that it's free from typographical errors.

proportional font A font in which some letters are wider than other letters (for example, *w* is wider than *i*).

proposal Document that suggests a method and personnel for finding information or solving a problem.

prospecting letter A job application letter written to a company that has not announced openings but where you'd like to work.

psychographic characteristics Human characteristics that are qualitative rather than quantitative: values, beliefs, goals, and lifestyles.

psychological description Description of a product or service in terms of audience benefits.

psychological reactance Phenomenon occurring when a person reacts to a negative message by asserting freedom in some other arena.

purpose statement The statement in a proposal or a report specifying the organizational problem, the technical questions that must be answered to solve the problem, and the rhetorical purpose of the report (to explain, to recommend, to request, to propose).

Q

questionnaire List of questions for people to answer in a survey.

R

ragged right margins Margins that do not end evenly on the right side of the page.

random sample A sample for which each member of the population has an equal chance of being chosen.

range The difference between the highest and lowest numbers in a set of figures.

recommendation report A report that evaluates two or more possible alternatives and recommends one of them. Doing nothing is always one alternative.

recommendations Section of a report that specifies items for action.

reference line A *subject line* that refers the reader to another document (usually a numbered one, such as an invoice).

referral interview Interviews you schedule to learn about current job opportunities in your field and to get referrals to other people who may have the power to create a job for you. Useful for tapping into unadvertised jobs and the hidden job market.

reflexive pronoun Refers to or emphasizes a noun or pronoun that has already appeared in the sentence. *Myself, herself, and themselves* are reflexive pronouns.

release date Date a report will be made available to the public.

reply card A card or form designed to make it easy for the reader to respond to a direct mail letter. A good reply card repeats the central selling point, basic product information, and price.

request for proposal (RFP) A statement of the service or product that an agency wants; an invitation for proposals to provide that service or product.

respondents The people who fill out a questionnaire; also called *subjects*.

response rate The percentage of subjects receiving a questionnaire who answer the questions.

restrictive clause A clause limiting or restricting the meaning of a noun or pronoun. Because its information is essential, no commas separate the clause from the word it restricts.

résumé A persuasive summary of your qualifications for employment.

résumé blasting Posting your résumé widely—usually by the hundreds—on the web.

reverse chronology Starting with the most recent events, such as job or degree, and going backward in time. Pattern of organization used for chronological résumés.

revising Making changes in the draft: adding, deleting, substituting, or rearranging. Revision can be changes in single words, but more often it means major additions, deletions, or substitutions, as the writer measures the draft against purpose and audience and reshapes the document to make it more effective.

RFP See *request for proposal*.

rhetorical purpose The effect the writer or speaker hopes to have on the audience (to inform, to persuade, to build goodwill).

rhythm The repetition of a pattern of accented and unaccented syllables.

rival hypotheses Alternate explanations for observed results.

rule of three The rule noting a preference for three short parallel examples and explaining that the last will receive the most emphasis.

run-on sentence A sentence containing two or more main clauses strung together with *and*, *but*, *or*, *so*, or *for*.

S

sales pattern A pattern of persuasion that consists of an attention getting opener, a body with reasons and details, and an action close.

salutation The greeting in a letter: "Dear Ms. Smith:"

sample (in marketing) A product provided to the audience to whet their appetite for more.

sample (in research) The portion of the population a researcher actually studies.

sampling frame The list of all possible sampling units.

sampling units Those items/people actually sampled.

sans serif Literally, *without serifs*. Typeface whose letters lack bases or flicks. Helvetica and Geneva are examples of sans serif typefaces.

saves the reader's time The result of a message whose style, organization, and visual impact help the reader to read, understand, and act on the information as quickly as possible.

schematic diagrams Line drawings of objects and their parts.

scope statement A statement in a proposal or report specifying the subjects the report covers and how broadly or deeply it covers them.

secondary audience The audience who may be asked by the primary audience to comment on a message or to implement ideas after they've been approved.

secondary research Research retrieving data someone else gathered. Includes library research.

segmented, subdivided, or stacked bars Bars in a bar chart that sum components of an item.

semantics or general semantics The study of the ways behavior is influenced by the words and other symbols used to communicate.

sentence fragment Words that are not a complete sentence but that are punctuated as if they were a complete sentence.

sentence outline An outline using complete sentences. It contains the thesis or recommendation plus all supporting points.

serif The little extensions from the main strokes on letters. Times Roman and Courier are examples of serif typefaces.

signpost An explicit statement of the place that a speaker or writer has reached: "Now we come to the third point."

simple sentence Sentence with one main clause.

simplified format A letter format that omits the salutation and complimentary close and lines everything up at the left margin.

situational interviews Job interviews in which candidates are asked to describe what they would do in specific hypothetical situations.

skills résumé A résumé organized around the skills you've used, rather than the date or the job in which you used them.

social signals Nonverbal communications such as gestures, facial expressions, voice tone, and proximity.

solicited letter A job letter written when you know that the company is hiring.

spot visuals Informal visuals that are inserted directly into text. Spot visuals do not have numbers or titles.

stereotyping Putting similar people or events into a single category, even though significant differences exist.

storyboard A visual representation of the structure of a document, with a rectangle representing each page or unit. An alternative to outlining as a method of organizing material.

strategy A plan for reaching your specific goals with a specific audience.

stratified random sample A sample generated by first dividing the sample into subgroups in the population and then taking a random sample for each subgroup.

stress (in a communication) Emphasis given to one or more words in a sentence, or one or more ideas in a message.

stress interview A job interview that deliberately puts the applicant under stress, physical or psychological. Here it's important to change the conditions that create physical stress and to meet psychological stress by rephrasing questions in less inflammatory terms and treating them as requests for information.

structured interview An interview that follows a detailed list of questions prepared in advance.

stub The variable listed on the side in a table.

subject line The title of the document, used to file and retrieve the document. A subject line tells readers why they need to read the document and provides a framework in which to set what you're about to say.

subordinate clause A group of words containing a subject and a verb but that cannot stand by itself as a complete sentence. Also called a dependent clause.

summarizing Restating and relating major points, pulling ideas together.

summary abstract The logic skeleton of an article or report, containing the thesis or recommendation and its proof.

summary sentence or paragraph A sentence or paragraph listing in order the topics that following sentences or paragraphs will discuss.

survey A method of getting information from a group of people.

SWOT analysis A method of evaluating a proposed action that examines both internal factors (Strengths, Weaknesses) and external factors (Opportunities, Threats).

T

table Numbers or words arrayed in rows and columns.

talking heads Headings that are detailed enough to provide an overview of the material in the sections they introduce.

template A design or format that serves as a pattern.

10-K report A report filed with the Securities and Exchange Commission summarizing the firm's financial performance.

thank-you note A note thanking someone for helping you.

threat A statement, explicit or implied, that someone will be punished if he or she does or doesn't do something.

360-degree feedback A form of assessment in which an employee receives feedback from peers, managers, subordinates, customers, and suppliers.

tone The implied attitude of the author toward the reader and the subject.

tone of voice The rising or falling inflection that indicates whether a group of words is a question or a statement, whether

the speaker is uncertain or confident, whether a statement is sincere or sarcastic.

topic heading A heading that focuses on the structure of a report. Topic headings give little information.

topic outline An outline listing the main points and the subpoints under each main point. A topic outline is the basis for the table of contents of a report.

topic sentence A sentence that introduces or summarizes the main idea in a paragraph.

transitions Words, phrases, or sentences that show the connections between ideas.

transmit To send a message.

transmittal A message explaining why something is being sent.

truncated code Symbols such as asterisks that turn up other forms of a keyword in a computer search.

truncated graphs Graphs with part of the scale missing.

two-margin format A format for résumés in which dates are listed in one column and job titles and descriptions in another. This format emphasizes work history.

U

umbrella sentence or paragraph A sentence or paragraph listing in order the topics that following sentences or paragraphs will discuss.

understatement Downplaying or minimizing the size or features of something.

unity Using only one idea or topic in a paragraph or other piece of writing.

unjustified margins Margins that do not end evenly on the right side of the page.

unstructured interview An interview based on three or four main questions prepared in advance and other questions that build on what the interviewee says.

usability testing Testing a document with users to see that it functions as desired.

V

venting Expressing pent-up negative emotions.

verbal communication Communication that uses words; may be either oral or written.

vested interest The emotional stake readers have in something if they benefit from maintaining or influencing conditions or actions.

vicarious participation An emotional strategy in fundraising letters based on the idea that by donating money, readers participate in work they are not able to do personally.

visual impact The visual "first impression" you get when you look at a page.

volume The loudness or softness of a voice or other sound.

W

watchdog audience An audience that has political, social, or economic power and that may base future actions on its evaluation of your message.

white space The empty space on the page. White space emphasizes material that it separates from the rest of the text.

widget A software program that can be dropped into social networking sites and other places.

wild card Symbols such as asterisks that turn up other forms of a keyword in a computer search. See also *truncated code*.

withdrawing Being silent, not contributing, not helping with the work, not attending meetings.

wordiness Taking more words than necessary to express an idea.

works cited The sources specifically referred to in a report.

works consulted Sources read during the research for a report but not mentioned specifically in the report.

Y

you-attitude A style of communicating that looks at things from the audience's point of view, emphasizes what the audience wants to know, respects the audience's intelligence, and protects the audience's ego. Using *you* generally increases you-attitude in positive situations. In negative situations or conflict, avoid *you* since that word will attack the audience.

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