

# CONTENTS

	Preface	xi
	Introduction	1
■ Chapter 1	<b>Rhetoric and Competitive Advantage</b>	<b>11</b>
	Classical Rhetoric in a Modern Business	11
	Communication and Competition	12
	Overview of a Firm	13
	The Architectural Interview	15
	Rhetorical Design: Orientation	15
	The Importance of Rhetorical Design	17
	Reorientation: Discovering the Client	17
	Reorientation and Revision: Changing the Message	19
	Discovering Audience: Some Conclusions	21
	Related Readings	22
	Notes	23
■ Chapter 2	<b>Organization and the Competitive Message: Order in a World of Information</b>	<b>25</b>
	The Competitive Character of Communication	26
	Competition and Organization	27
	Organization and Arrangement	28
	Before Composing	30
	During Composing	33
	The Introduction	33
	The Body	34
	The Conclusion	38
	After Composing	38
	Related Readings	38
	Notes	40

■ Chapter 3	<b>Classical Argument and Modern Business</b>	<b>41</b>
	Understanding Argument	43
	The Principle of Exchange	44
	Planning an Argument: The Claim	45
	The Form of Claims	45
	Planning an Argument: The Main Reason	48
	Judging Assumptions	50
	Testing the Argument: Common Fallacies	52
	Circular Reasoning	53
	Assumed Specifics	55
	Related Readings	58
	Notes	59
■ Chapter 4	<b>Refutation: Argument as Inquiry</b>	<b>61</b>
	Planning an Argument: Opposition	61
	Prooflines and Procedure	68
	Constructing the Recommendation	69
	Constructing the Claim	69
	Constructing the Main Reason	69
	Constructing the Assumption	70
	Constructing the Backing	71
	Constructing the Rebuttals	72
	Related Readings	74
	Notes	74
■ Chapter 5	<b>Strategic Disposition: Presenting the Case</b>	<b>76</b>
	Beginning with the Claim	76
	Developing the Main Reason	80
	Presenting the Reader's Rebuttal	86
	Signaling Opposition	86
	Developing Opposition	87
	Refuting the Opposition	87
	Related Readings	91
	Notes	91
■ Chapter 6	<b>Ethics in Argument: Classical Fallacies</b>	<b>92</b>
	Ethical Argument	93
	Analyzing Ethical Argument	95
	The Ethically Suspect: Fallacies of Reasoning	97
	Assumed Authority	98
	Assumed Causal Connection	100

Value of Community	102
False Division	103
False Composition	104
False Dilemma	104
False Analogy	105
Invective	106
Red Herring	108
Appeal to Ignorance	108
Appeal to Pity	110
Hasty Generalization	110
Abuse of the Arguer	111
Circumstance of the Arguer	111
Reduction to the Absurd	112
Fallacies in Combination	112
Some Consequences	115
Related Readings	115
Notes	117

## ■ Chapter 7 **Managing Ethos: Argument and Credibility 119**

Ethos in Communication	119
Ethos and Argument	121
Aristotle's Three Qualities	121
Ethos and Opposition	122
Ethos and Fallacies of Argument	125
Ethos and Revision	125
Related Readings	128
Notes	129

## ■ Chapter 8 **Managing Ethos: Conciseness 131**

Conciseness and Revision	132
Redundancy	133
Expressions of Time	134
Joined Expressions	135
Expressions of Location	136
Expressions of Direction	137
Other Expressions	137
Hidden Verbs	138
Hidden Adverbs	141
Prepositional Chains	142
Expletives	143
Related Readings	145
Notes	145

■ Chapter 9	<b>Managing Ethos: Word Choice</b>	<b>147</b>
	Jargon	148
	Clichés	150
	Abstraction	150
	Euphemisms	153
	Dictionaries	154
	Usage Manuals	155
	Frequently Misused Words	156
	Affect and Effect	156
	Aggravated and Irritated	156
	Anxious and Eager	157
	Assure and Insure	157
	Because and Since	158
	Between and Among	158
	Bring and Take	158
	Comprise and Compose	159
	Continually and Continuously	159
	Disinterested and Uninterested	160
	E.g. and Other Abbreviations	160
	Enormity and Enormous	161
	Fail and Neglect	161
	Fewer and Less	162
	Further and Farther	162
	Healthy and Healthful	163
	Infer and Imply	163
	Lie and Lay	164
	Likely and Probably	164
	Oral and Verbal	165
	Principal and Principle	165
	Reticent and Reluctant	166
	While and Although	166
	Who and Whom	166
	Related Readings	168
	Notes	170
■ Chapter 10	<b>Managing Ethos: Syntax</b>	<b>171</b>
	Placement of Main Clauses	172
	Active and Passive Constructions	173
	Placement of Subjects and Verbs	174
	Introductory Modifiers	175
	Concluding Modifiers	176
	Misplaced Modifiers	177
	Related Readings	179
	Notes	179

■ Chapter 11	<b>Managing Ethos: Punctuation</b>	<b>181</b>
	Commas and Introductory Clauses	184
	Commas and Compound Sentences	185
	Commas and Series	186
	Commas and Restrictive Clauses	187
	Semicolons	188
	Colons	189
	Quotation Marks	190
	Dashes	191
	Punctuation and Numbers	191
	Related Readings	191
	Notes	192
■ Chapter 12	<b>Managing Ethos: Grammar</b>	<b>193</b>
	Subject and Verb Agreement	193
	Noun and Pronoun Agreement	195
	Agreement and Company Names	196
	Agreement and Collective Nouns	196
	Agreement and Compound Subjects	197
	Agreement and Correlatives	198
	Agreement and Problem Expressions	198
	Case	199
	Parallelism	201
	Related Readings	204
	Notes	204
■ Chapter 13	<b>Electronic Ethos: Computer Revision</b>	<b>205</b>
	The Early Development of Computer-Assisted Error Detection	206
	Grammar Comes to the Desktop: DOS and Windows	208
	The Second Wave: A Difference in Degree	209
	The Current Market: Integrated Programs	210
	Parsing and Pattern Matching	213
	The Value of Analysis	213
	CorrecText Grammar Correction System	215
	Wordperfect and Grammatik	216
	For Comparison: Enter the MBA	218
	Some Observations	219

	Related Readings	221
	Notes	222
■ Appendix A	<b>Sample Documents: Principled Organization</b>	<b>226</b>
	Document 1: Warehouse Club Project	227
	Document 2: Facilities Status Plan	229
	Document 3: Expense Reimbursement Policies	231
	Document 4: Diced Tomatoes	233
	Document 5: XYZ Project	235
■ Appendix B	<b>Sample Documents: Argumentation</b>	<b>237</b>
	Document 1: Reducing Refinery Turnaround Expenses	238
	Document 2: Laptop Computers	244
	Document 3: Automated Fax Response System	249
	Document 4: Standardized Interview Questions	254
	Document 5: Data Modeling Internship Program	260
■ Appendix C	<b>Sample Documents: Revision</b>	<b>266</b>
	Document 1: Borland Mailing List	267
	Document 2: Singular Achievement Award	270
	Document 3: Foodmaker Steak Fajita Seasoning	273
	Document 4: Employee Liaison Coordinators	276
	Document 5: Kalok 3200 Address Mark System	280
	Index	283