

Contents in Brief

Preface xv

Prologue P-1

Part 1 Understanding the Foundations of Business Communication 2

1. Achieving Success Through Effective Business Communication 3
2. Communicating in Teams and Mastering Listening and Nonverbal Communication Skills 35
3. Communicating in a World of Diversity 63

Part 2 Applying the Three-Step Writing Process 88

4. Planning Business Messages 89
5. Writing Business Messages 119
6. Completing Business Messages 149

Part 3 Crafting Brief Messages 178

7. Crafting Messages for Electronic Media 179
8. Writing Routine and Positive Messages 213
9. Writing Negative Messages 253
10. Writing Persuasive Messages 293

Part 4 Supporting Messages with Quality Information 330

11. Finding, Evaluating, and Processing Information 331
12. Designing Visual Communication 361

Part 5 Planning, Writing, and Completing Reports and Proposals 392

13. Planning Reports and Proposals 393
14. Writing Reports and Proposals 425
15. Completing Reports and Proposals 453

Part 6 Designing and Delivering Oral and Online Presentations 496

16. Creating and Delivering Oral and Online Presentations 497
17. Enhancing Presentations with Slides and Other Visuals 523

Part 7 Writing Employment Messages and Interviewing for Jobs 548

18. Building Careers and Writing Résumés 549
19. Interviewing for Employment and Following Up 581

Appendix A Format and Layout of Business Documents A-1

Appendix B Documentation of Report Sources A-21

Appendix C Correction Symbols A-27

Video Guide VG-1

Handbook of Grammar, Mechanics, and Usage H-1

Contents

Preface xv

Prologue P-1

Part 1 Understanding the Foundations of Business Communication 2

Chapter 1 Achieving Success Through Effective Business Communication 3

Communication Close-Up at Six Apart 3

Achieving Success in Today's Competitive Environment 4

Communicating in Organizational Settings 4

Recognizing Effective Communication 6

Understanding What Employers Expect from You 6

Understanding Why Business Communication Is Unique 7

Communicating More Effectively on the Job 10

Connecting with Your Audience 11

Minimizing Distractions 15

Adopting an Audience-Centered Approach 15

Fine-Tuning Your Business Communication Skills 16

Giving—and Responding to—Constructive Feedback 17

Being Sensitive to Business Etiquette 18

Using Technology to Improve Business Communication 18

Keeping Technology in Perspective 18

Using Technological Tools Productively 19

Reconnecting with People Frequently 24

Making Ethical Communication Choices 24

Distinguishing Ethical Dilemmas from Ethical Lapses 25

Ensuring Ethical Communication 25

Ensuring Legal Communication 28

Communication Challenges at Six Apart 29

Summary of Learning Objectives 29

Test Your Knowledge 30

Apply Your Knowledge 30

Practice Your Knowledge 31

Expand Your Knowledge 32

Learn Interactively 33

■ **Connecting with Technology — Is Web 2.0 the Future or the Past Revisited? 10**

■ **Document Makeover — Improve This Memo 25**

Chapter 2 Communicating in Teams and Mastering Listening and Nonverbal Communication Skills 35

Communication Close-Up at the Container Store 35

Improving Your Performance in Teams 36

<i>Advantages and Disadvantages of Teams</i>	36
<i>Characteristics of Effective Teams</i>	37
<i>Team Communication</i>	38
<i>Group Dynamics</i>	40
<i>Etiquette in Team Settings</i>	43
Making Your Meetings More Productive	46
<i>Preparing for Meetings</i>	46
<i>Leading and Participating in Meetings</i>	47
<i>Using Meeting Technologies</i>	48
Improving Your Listening Skills	51
<i>Recognizing Various Types of Listening</i>	51
<i>Understanding the Listening Process</i>	52
<i>Overcoming Barriers to Effective Listening</i>	52
Improving Your Nonverbal Communication Skills	54
<i>Recognizing Nonverbal Communication</i>	54
<i>Using Nonverbal Communication Effectively</i>	56
Communication Challenges at the Container Store	57
Summary of Learning Objectives	57
Test Your Knowledge	58
Apply Your Knowledge	59
Practice Your Knowledge	59
Expand Your Knowledge	60
Learn Interactively	61
■ Ethics Detective — How Did “We” Turn into “I”?	43
■ Document Makeover — Improve This E-Mail Message	46
■ Communicating Across Cultures — Actions Speak Louder Than Words All Around the World	55
 Chapter 3 Communicating in a World of Diversity	 63
Communication Close-Up at IBM	63
Understanding the Opportunities and Challenges of Communication in a Diverse World	64
<i>The Opportunities in a Global Marketplace</i>	64
<i>The Advantages of a Diverse Workforce</i>	64
<i>The Challenges of Intercultural Communication</i>	66
Enhancing Your Sensitivity to Culture and Diversity	66
<i>Understanding the Concept of Culture</i>	66
<i>Overcoming Ethnocentrism and Stereotyping</i>	67
<i>Recognizing Variations in a Diverse World</i>	68
<i>Adapting to U.S. Business Culture</i>	74
Improving Intercultural Communication Skills	74
<i>Studying Other Cultures</i>	75
<i>Studying Other Languages</i>	76
<i>Respecting Preferences for Communication Style</i>	77
<i>Writing and Speaking Clearly</i>	77
<i>Listening Carefully</i>	81
<i>Using Interpreters, Translators, and Translation Software</i>	81
<i>Helping Others Adapt to Your Culture</i>	81

Communication Challenges at IBM 83

Summary of Learning Objectives 83
Test Your Knowledge 84
Apply Your Knowledge 84
Practice Your Knowledge 85
Expand Your Knowledge 86
Learn Interactively 87

- **Communicating Across Cultures** — *Test Your Intercultural Knowledge* 68
- **Document Makeover** — *Improve This Letter* 80
- **Connecting with Technology** — *The Gist of Machine Translation* 82

Part 2 Applying the Three-Step Writing Process 88

Chapter 4 Planning Business Messages 89

Communication Close-Up at The Complete Idiot's Guides 89

Understanding the Three-Step Writing Process 90

Optimizing Your Writing Time 91
Planning Effectively 91

Analyzing Your Situation 92

Defining Your Purpose 92
Developing an Audience Profile 93

Gathering Information 94

Uncovering Audience Needs 95
Providing Required Information 95

Selecting the Right Medium 98

Oral Media 98
Written Media 98
Visual Media 99
Electronic Media 99
Factors to Consider When Choosing Media 100

Organizing Your Information 102

Recognizing the Importance of Good Organization 102
Defining Your Main Idea 104
Limiting Your Scope 105
Choosing Between Direct and Indirect Approaches 106
Outlining Your Content 108

Communication Challenges at the Complete Idiot's Guides 112

Summary of Learning Objectives 113
Test Your Knowledge 114
Apply Your Knowledge 114
Practice Your Knowledge 114
Expand Your Knowledge 116
Learn Interactively 117

- **Ethics Detective** — *Am I Getting the Whole Story?* 96
- **Document Makeover** — *Improve This Letter* 108
- **Connecting with Technology** — *Create and Collaborate with Powerful Outlining Tools* 109

Chapter 5 Writing Business Messages 119

Communication Close-Up at Creative Commons 119

Bringing Your Ideas to Life 120

Adapting to Your Audience 120

Being Sensitive to Your Audience's Needs 120

Building Strong Relationships with Your Audience 126

Controlling Your Style and Tone 127

Composing Your Message 131

Choosing Strong Words 132

Creating Effective Sentences 136

Crafting Unified, Coherent Paragraphs 138

Using Technology to Compose and Shape Your Messages 141

Communication Challenges at Creative Commons 143

Summary of Learning Objectives 143

Test Your Knowledge 144

Apply Your Knowledge 144

Practice Your Knowledge 144

Expand Your Knowledge 147

Learn Interactively 147

■ **Document Makeover — Improve This Letter 127**

■ **Communicating Across Cultures — Communicating with a Global Audience on the Web 130**

Chapter 6 Completing Business Messages 149

Communication Close-Up at Mercedes-AMG 149

Moving Beyond Your First Draft 150

Revising Your Message 151

Evaluating Your Content, Organization, Style, and Tone 151

Reviewing for Readability 151

Editing for Clarity and Conciseness 156

Using Technology to Revise Your Message 161

Producing Your Message 163

Adding Graphics, Sound, Video, and Hypertext 164

Designing for Readability 164

Using Technology to Produce Your Message 168

Formatting Formal Letters and Memos 169

Proofreading Your Message 170

Distributing Your Message 171

Communication Challenges at Mercedes-AMG 172

Summary of Learning Objectives 172

Test Your Knowledge 173

Apply Your Knowledge 173

Practice Your Knowledge 174

Expand Your Knowledge 177

Learn Interactively 177

■ **Communication Miscues — Missing the Message with Prescription Medications 157**

■ **Document Makeover — Improve This Letter 161**

Part 3 Crafting Brief Messages 178

Chapter 7 Crafting Messages for Electronic Media 179

Communication Close-Up at Boeing Commercial Airplanes 179

Choosing Electronic Media For Brief Messages 180

Creating Effective E-Mail Messages 181

Treating E-Mail as a Professional Communication Medium 181

Adapting the Three-Step Process for Successful E-Mail 183

Creating Effective Instant Messages and Text Messages 187

Understanding the Benefits and Risks of Instant Messaging 187

Adapting the Three-Step Process for Successful IM 187

Creating Effective Business Blogs 189

Understanding the Business Applications of Blogging 191

Adapting the Three-Step Process for Successful Blogging 193

Creating Effective Podcasts 195

Adapting the Three-Step Process for Successful Podcasting 195

Assembling a Podcasting System 196

Distributing Blog And Podcast Content 196

Publishing Your Content 197

Connecting with Audiences 198

Communication Challenges at Boeing Commercial Airplanes 199

Summary of Learning Objectives 200

Test Your Knowledge 201

Apply Your Knowledge 201

Practice Your Knowledge 202

Expand Your Knowledge 204

Learn Interactively 204

■ **Connecting with Technology — More Ways to Spread the Message 183**

■ **Document Makeover — Improve This Blog 190**

Chapter 8 Writing Routine and Positive Messages 213

Communication Close-Up at Cone, Inc. 213

Using the Three-Step Writing Process for Routine and Positive Messages 214

Step 1: Plan Your Message 214

Step 2: Write Your Message 214

Step 3: Complete Your Message 215

Making Routine Requests 215

Strategy for Routine Requests 216

Common Examples of Routine Requests 217

Sending Routine Replies and Positive Messages 221

Strategy for Routine Replies and Positive Messages 221

Common Examples of Routine Replies and Positive Messages 223

Communication Challenges at Cone, Inc. 236

Summary of Learning Objectives 237

Test Your Knowledge 238

Apply Your Knowledge 238

Practice Your Knowledge 238

Expand Your Knowledge 240

Learn Interactively 240

■ **Document Makeover — Improve This E-Mail Message 223**

■ **Communication Miscues — When Recommendation Letters Lead to Lawsuits 230**

Chapter 9 Writing Negative Messages 253

Communication Close-Up at KPMG 253

Using the Three-Step Writing Process for Negative Messages 254

Step 1: Plan Your Message 254

Step 2: Write Your Message 255

Step 3: Complete Your Message 255

Developing Negative Messages 255*Choosing the Best Approach 256**Adapting to Your Audience 262**Maintaining High Standards of Ethics and Etiquette 263***Exploring Common Examples of Negative Messages 265***Sending Negative Messages on Routine Business Matters 265**Sending Negative Organizational News 270**Sending Negative Employment Messages 272***Communication Challenges at KPMG 278****Summary of Learning Objectives 278****Test Your Knowledge 279****Apply Your Knowledge 279****Practice Your Knowledge 279****Expand Your Knowledge 281****Learn Interactively 281****■ Document Makeover — *Improve This Memo* 264****■ Ethics Detective — *Did the CEO Soft-Sell the Bad News?* 264****■ Connecting with Technology — *Controlling Online Rumors* 273****Chapter 10 Writing Persuasive Messages 293****Communication Close-Up at ClubMom 293****Using the Three-Step Writing Process for Persuasive Messages 294***Step 1: Plan Your Message 294**Step 2: Write Your Message 297**Step 3: Complete Your Message 298***Developing Persuasive Business Messages 299***Strategies for Persuasive Business Messages 299**Common Examples of Persuasive Business Messages 304***Developing Marketing and Sales Messages 307***Strategies for Marketing and Sales Messages 307***Communication Challenges at ClubMom 315****Summary of Learning Objectives 316****Test Your Knowledge 317****Apply Your Knowledge 317****Practice Your Knowledge 317****Expand Your Knowledge 318****Learn Interactively 319****■ Ethics Detective — *The Case of Incredible Credibility* 299****■ Document Makeover — *Improve This E-Mail Message* 305****Part 4 Supporting Messages with Quality Information 330****Chapter 11 Finding, Evaluating, and Processing Information 331****Communication Close-Up at Tesco 331****Supporting Your Messages with Solid Research 332****Planning Your Research 332***Maintaining Ethics and Etiquette in Your Research 333**Familiarizing Yourself with the Subject 334*

<i>Identifying Information Gaps</i>	334
<i>Prioritizing Research Needs</i>	334
Locating Data and Information	335
<i>Evaluating Sources</i>	336
<i>Conducting Secondary Research</i>	337
<i>Documenting Your Sources</i>	344
<i>Conducting Primary Research</i>	345
Processing Data and Information	350
<i>Quoting, Paraphrasing, and Summarizing</i>	350
<i>Analyzing Your Data</i>	351
Applying Your Findings	353
<i>Summarizing Your Research</i>	353
<i>Drawing Conclusions</i>	353
<i>Making Recommendations</i>	354
Managing Information	354
Communication Challenges at Tesco	355
Summary of Learning Objectives	355
Test Your Knowledge	356
Apply Your Knowledge	356
Practice Your Knowledge	356
Expand Your Knowledge	358
Learn Interactively	358
■ Communication Miscues — <i>The Art of the Question</i>	349
■ Document Makeover — <i>Improve This List of Interview Questions</i>	349
■ Ethics Detective — <i>Did You Find the Real Answer or the Answer You Were Looking For?</i>	351

Chapter 12 Designing Visual Communication 361

Communication Close-Up at Stone Yamashita Partners 361

Understanding Visual Communication	362
<i>The Power of Images</i>	362
<i>The Visual Evolution in Business Communication</i>	363
<i>Visual Design Principles</i>	363
<i>The Ethics of Visual Communication</i>	366

Identifying Points to Illustrate 370

Selecting the Right Type of Visual 370

<i>Presenting Data</i>	371
<i>Presenting Information, Concepts, and Ideas</i>	378

Producing and Integrating Visuals 383

<i>Creating Visuals</i>	383
<i>Integrating Visuals with Text</i>	383
<i>Verifying the Quality of Your Visuals</i>	385

Communication Challenges at Stone Yamashita Partners 387

Summary of Learning Objectives	387
Test Your Knowledge	388
Apply Your Knowledge	388
Practice Your Knowledge	388
Expand Your Knowledge	391
Learn Interactively	391
■ Ethics Detective — <i>Is Something Hiding Behind These Numbers?</i>	369
■ Document Makeover — <i>Improve This Report Summary and Visuals</i>	385

Part 5 Planning, Writing, and Completing Reports and Proposals 392

Chapter 13 Planning Reports and Proposals 393

Communication Close-Up at Kenwood USA 393

Creating Effective Reports and Proposals 394

Applying the Three-Step Writing Process to Reports and Proposals 395

Analyzing the Situation 395

Gathering Information 398

Selecting the Right Medium 398

Organizing Your Information 399

Planning Informational Reports 402

Organizational Strategies for Informational Reports 403

Effective Informational Reports: An Example 407

Planning Analytical Reports 407

Organizational Strategies for Analytical Reports 410

Effective Analytical Reports: An Example 413

Planning Proposals 413

Organizational Strategies for Proposals 416

Effective Proposals: An Example 417

Communication Challenges at Kenwood USA 417

Summary of Learning Objectives 419

Test Your Knowledge 420

Apply Your Knowledge 420

Practice Your Knowledge 421

Expand Your Knowledge 423

Learn Interactively 423

■ **Document Makeover — Improve This Report 404**

■ **Connecting with Technology — Proposals Get a Software Assist 416**

Chapter 14 Writing Reports and Proposals 425

Communication Close-Up at Tellabs 425

Writing Reports and Proposals 426

Adapting to Your Audience 426

Being Sensitive to Your Audience's Needs 427

Building Strong Relationships with Your Audience 427

Controlling Your Style and Tone 427

Composing Reports and Proposals 428

Drafting Report Content 430

Drafting Proposal Content 434

Drafting Online Content 437

Helping Readers Find Their Way 439

Using Technology to Craft Reports and Proposals 442

Communication Challenges at Tellabs 443

Summary of Learning Objectives 444

Test Your Knowledge 445

Apply Your Knowledge 445

Practice Your Knowledge 445

Expand Your Knowledge 447

Learn Interactively 447

- **Document Makeover** — *Improve This Policy Report* 433
- **Ethics Detective** — *Am I Being Sold or Oversold?* 436

Chapter 15 Completing Reports and Proposals 453

Communication Close-Up at the Bill and Melinda Gates Foundation 453

Putting the Final Touches on Reports and Proposals 454

Revising Your Reports and Proposals 455

Producing Your Reports and Proposals 455

Components of a Formal Report 455

Components of a Formal Proposal 476

Proofreading Your Reports and Proposals 479

Distributing Your Reports and Proposals 481

Writing Requests for Proposals 482

Communication Challenges at the Bill and Melinda Gates Foundation 484

Summary of Learning Objectives 484

Test Your Knowledge 485

Apply Your Knowledge 485

Practice Your Knowledge 485

Expand Your Knowledge 486

Learn Interactively 486

Report Writer's Notebook: Analyzing a Formal Report 457

- **Document Makeover** — *Improve This Executive Summary* 477

Part 6 Designing and Delivering Oral and Online Presentations 496

Chapter 16 Creating and Delivering Oral and Online Presentations 497

Communication Close-Up at Fitch 497

Building Your Career with Oral Presentations 498

Planning Your Presentation 498

Analyzing the Situation 499

Selecting the Right Medium 500

Organizing Your Presentation 500

Writing Your Presentation 506

Adapting to Your Audience 506

Composing Your Presentation 507

Completing Your Presentation 511

Mastering the Art of Delivery 511

Preparing to Speak 512

Overcoming Anxiety 512

Handling Questions Responsively 514

Communication Challenges at Fitch 517

Summary of Learning Objectives 517

Test Your Knowledge 518

Apply Your Knowledge 518

Practice Your Knowledge 519

Expand Your Knowledge 520

Learn Interactively 521

- **Communicating Across Cultures** — *Five Tips for Making Presentations Around the World* 500
- **Document Makeover** — *Improve This Presentation* 511
- **Communication Miscues** — *Recovering from Disasters* 514

Chapter 17 Enhancing Presentations with Slides and Other Visuals 523

Communication Close-Up at Hewlett-Packard 523

Planning Your Presentation Visuals 524

Selecting the Type of Visuals to Use 524

Verifying Your Design Plans 525

Creating Effective Slides 527

Writing Readable Content 527

Modifying Graphics for Slides 528

Selecting Design Elements 529

Achieving Design Consistency 532

Adding Animation and Special Effects 533

Completing Slides and Support Materials 537

Creating Navigation and Support Slides 537

Creating Effective Handouts 540

Practicing Your Delivery 541

Giving Presentations Online 542

Communication Challenges at Hewlett-Packard 544

Summary of Learning Objectives 544

Test Your Knowledge 545

Apply Your Knowledge 545

Practice Your Knowledge 545

Expand Your Knowledge 546

Learn Interactively 547

- **Connecting with Technology** — *Creating High-Octane Presentations* 536

- **Document Makeover** — *Improve These Slides* 540

Part 7 Writing Employment Messages and Interviewing for Jobs 548

Chapter 18 Building Careers and Writing Résumés 549

Communication Close-Up at Hersha Hospitality Management 549

Securing Employment in Today's Job Market 550

Understanding Employers' Approach to the Employment Process 550

Organizing Your Approach to the Employment Process 551

Preparing Résumés 555

Planning Your Résumé 556

Writing Your Résumé 561

Completing Your Résumé 566

Communication Challenges at Hersha Hospitality Management 574

Summary of Learning Objectives 575

Test Your Knowledge 576

Apply Your Knowledge 576

Practice Your Knowledge 576

Expand Your Knowledge 577

Learn Interactively 578

■ **Communicating Across Cultures** — *Looking for Work Around the World* 552

■ **Document Makeover** — *Improve This Résumé* 572

Chapter 19 Interviewing for Employment and Following Up 581

Communication Close-Up at Google 581

Writing Application Letters and Other Employment Messages 582

Application Letters 582

Application Follow-Ups 587

Understanding the Interviewing Process 588

The Typical Sequence of Interviews 588

Common Types of Interviews 589

Interview Media 590

What Employers Look For in an Interview 590

Preemployment Testing 591

Preparing for a Job Interview 592

Learn About the Organization 592

Think Ahead About Questions 592

Bolster Your Confidence 596

Polish Your Interview Style 597

Plan to Look Good 597

Be Ready When You Arrive 598

Interviewing for Success 599

The Warm-Up 600

The Question-and-Answer Stage 601

The Close 602

Interview Notes 603

Following Up After the Interview 603

Thank-You Message 604

Message of Inquiry 604

Request for a Time Extension 605

Letter of Acceptance 605

Letter Declining a Job Offer 606

Letter of Resignation 606

Communication Challenges at Google 608

Summary of Learning Objectives 608

Test Your Knowledge 609

Apply Your Knowledge 609

Practice Your Knowledge 609

Expand Your Knowledge 610

Learn Interactively 611

■ **Communicating Across Cultures** — *Successfully Interviewing Across Borders* 593

■ **Communication Miscues** — *Make Sure You Don't Talk Yourself Right out of a Job* 600

■ **Document Makeover** — *Improve This Letter* 605

Appendix A Format and Layout of Business Documents A-1

First Impressions A-1

Paper A-1

Customization A-1

Appearance A-1

Letters A-2

Standard Letter Parts A-2

Additional Letter Parts A-8

Letter Formats A-10

Envelopes A-12

Addressing the Envelope A-12

Folding to Fit A-14

International Mail A-14

Memos A-16

E-Mail A-17

Header A-17

Body A-18

Reports A-19

Margins A-19

Headings A-19

Spacing and Indentions A-19

Page Numbers A-20

Appendix B Documentation of Report Sources A-21

Chicago Humanities Style A-21

In-Text Citation—Chicago Humanities Style A-21

Bibliography—Chicago Humanities Style A-22

APA Style A-24

In-Text Citation—APA Style A-24

List of References—APA Style A-24

MLA Style A-24

In-Text Citation—MLA Style A-24

List of Works Cited—MLA Style A-24

Appendix C Correction Symbols A-27

Content and Style A-27

Grammar, Mechanics, and Usage A-28

Proofreading Marks A-29

Video Guide VG-1

Ethical Communication VG-1

Learning Objectives VG-1

Background Information VG-1

The Video VG-1

Learning to Listen: Second City Communications VG-1

Learning Objectives VG-1

Background Information VG-2

The Video VG-2

Communicating in the Global Workplace VG-2

Learning Objectives VG-2

Background Information VG-2

The Video VG-2

Impact of Culture on Business: Spotlight on Latin America VG-3

Learning Objectives VG-3

Background Information VG-3

The Video VG-3

Technology and the Tools of Communication VG-4

Learning Objectives VG-4

Background Information VG-4

The Video VG-4

Effective Oral Presentations VG-4

Learning Objectives VG-4

Background Information VG-4

The Video VG-4

Interviewing Skills VG-5

Learning Objectives VG-5

Background Information VG-5

The Video VG-5

Handbook of Grammar, Mechanics, and Usage H-1

Diagnostic Test of English Skills H-1

Assessment of English Skills H-2

Essentials of Grammar, Mechanics, and Usage H-2

1.0 GRAMMAR H-3

1.1 Nouns H-3

1.2 Pronouns H-4

1.3 Verbs H-6

1.4 Adjectives H-8

1.5 Adverbs H-9

1.6 Other Parts of Speech H-10

1.7	<i>Sentences</i>	H-12
2.0	<i>PUNCTUATION</i>	H-14
2.1	<i>Periods</i>	H-15
2.2	<i>Question Marks</i>	H-15
2.3	<i>Exclamation Points</i>	H-15
2.4	<i>Semicolons</i>	H-15
2.5	<i>Colons</i>	H-15
2.6	<i>Commas</i>	H-15
2.7	<i>Dashes</i>	H-16
2.8	<i>Hyphens</i>	H-17
2.9	<i>Apostrophes</i>	H-17
2.10	<i>Quotation Marks</i>	H-17
2.11	<i>Parentheses and Brackets</i>	H-18
2.12	<i>Ellipses</i>	H-18
3.0	<i>MECHANICS</i>	H-18
3.1	<i>Capitalization</i>	H-18
3.2	<i>Underscores and Italics</i>	H-20
3.3	<i>Abbreviations</i>	H-20
3.4	<i>Numbers</i>	H-20
3.5	<i>Word Division</i>	H-21
4.0	<i>VOCABULARY</i>	H-21
4.1	<i>Frequently Confused Words</i>	H-21
4.2	<i>Frequently Misused Words</i>	H-22
4.3	<i>Frequently Misspelled Words</i>	H-23
4.4	<i>Transitional Words and Phrases</i>	H-24

References R-1**Acknowledgments AC-1****Brand, Company, Name, Organization, and Website Index I-1****Subject Index I-4**