

Excellence in Business Communication

Transition Guide: 13th to 14th Edition

This guide will help instructors make the transition from the 13th edition of *Excellence in Business Communication* to the new 14th edition.

Table of Contents/High-Level Structure

There were no changes to the chapter structure in the 14th edition.

The following chapters have one or more revised Learning Objectives: 1, 4, 7, 8, 15, 16.

Please refer to the Chapter Details section starting on the next page for a section-by-section summary of how each chapter was updated.

Global Feature Changes

The 14th edition does not have the Real-Time Updates *Learn More* feature, so these boxed items and in-text references to the Real-Time Updates website were removed.

Mobile App margin callouts were removed.

The *Improve Your Grammar, Mechanics, and Usage* feature was expanded in all chapters with two additional levels. The existing question set from the previous edition is now labeled Level 1:

- Level 1: Self-Assessment
- Level 2: Workplace Applications
- Level 3: Document Critique

All other in-chapter and end-of-chapter features from the 13th edition were retained in the 14th edition.

A Note Regarding ChatGPT and Other Generative AI Tools

The 14th edition was finalized right before ChatGPT was released, so it doesn't mention this specific tool. However, it does discuss generative AI in several areas, including the previous generation (GPT-3) of the language engine that ChatGPT uses.

Chapter Details

Here are detailed descriptions of the changes in each chapter and appendix. Under “Content,” the LO entries are the top-level headings in the chapter (each of which corresponds to one Learning Objective), and entries tagged with <H2> and <H3> are second- and third-level headings.

Chapter 1: Professional Communication in a Digital, Social, Mobile World

Learning Objectives

LO 5 Define *ethics*, identify five forms of unethical communication, explain the difference between an ethical dilemma and an ethical lapse, and list five guidelines for making ethical communication choices. [revised]

Chapter Opener

- Updated Affectiva vignette

Content

LO1: Understanding Why Communication Matters

- Minor edits; added mention of the pandemic’s effect on business communication (addressed elsewhere as well)

LO2: Communicating as a Professional

- Minor edits

LO3: Exploring the Communication Process

- Minor edits; brief discussion of how companies are increasingly drawn into public controversies

LO4: Using Technology to Improve Communication

- A number of updates; added mentions of 5G wireless and MLOps (machine learning operations)

LO5: Committing to Ethical and Legal Communication

- <H2>**Forms of Unethical Communication.** Extensive updates and additions in this section; the forms of unethical communication have been expanded from three to five
 - <H3>**Withholding Information.** Extensively expanded with new information on stealth marketing and ethical/legal issues with social media influencers
 - <H3>**Distorting Information.** Expanded with discussion of how AI is being used to distort audio and video material (including new highlight box on deepfakes)
 - <H3>**Failing to Consider Negative Consequences.** All-new section
 - <H3>**Violating Privacy.** All-new section that discusses ethical issues with the Internet of Behaviors (IoB), behavioral tracking, and first-party data

- <H2>**Ensuring Ethical Communication.** Includes a new example and updated discussion of ethics hotlines
- <H2>**Ensuring Legal Communication.** New bullet on privacy and data security

LO6: Developing Skills for Your Career

- No significant changes

Special Features

- New highlight box: *Intelligent Communication Technology: Are You For Real?* on the problem of deepfake video
- Four-page feature: *Empowering Communicators with Intelligent Communication Technology*: new sections on smart proofreading tools, digital agents, and the metaverse; 10 new images

Figures

- 13 new images, including 10 new images in the Intelligent Communication Technology special feature
- Figures 1.2, 1.9, and 1.10 were rebuilt using new high-resolution screen captures

EOC Assessments

- 18 new questions and activities (including the 2 questions in the new highlight box)

Chapter 2: Interpersonal Communication Skills

Learning Objectives

No changes

Chapter Opener

- Updated Salesforce vignette

Content

LO1: Improving Your Listening Skills

- Minor edits

LO2: Improving Your Nonverbal Communication Skills

- As part of a global change in covering the topic of personal appearance, the “Personal appearance” bullet was revised to remove any specific prescriptive statements about how professionals should groom or dress to avoid making race- or gender-normative implications that

would inadvertently demean anyone's individual choices. The focus here now is on the need to look past appearance to focus on talent.

- Updated the "Touch" bullet point with advice about refraining from touch in the post-pandemic workplace.

LO3: Developing Your Conversational Skills

- New bullet point "Practice empathy"

LO4: Managing Workplace Conflict

- Minor edits

LO5: Developing Your Skills as a Negotiator

- Minor edits

Special Features

- No changes

Figures

- New Figure 2.1, The Face as a Nonverbal Communicator. This replaces a figure that too heavily normalized a particular style of dress and grooming.

EOC Assessments

- 17 new questions and activities

Chapter 3: Collaboration and Business Etiquette

Learning Objectives

No changes

Chapter Opener

- New vignette featuring Zita Smith of Sodexo (simulation questions at end of chapter are adapted from the previous edition)

Content

LO1: Communicating Effectively in Teams

- Expanded the intro section with discussion of the collaborative overload and Zoom fatigue that started during the pandemic
- **<H2>Advantages and Disadvantages of Teams** Expanded with new research on teams

- <H2>**Characteristics of Effective Teams** Expanded several points of discussion
- <H2>**Virtual and Hybrid Teams** Added “and Hybrid” to the section title; major overhaul of this entire section, including both <H3> subheads

LO2: Collaborating on Communication Efforts

- <H2>**Collaboration Arrangements** Minor edits
- <H2>**Tools and Systems for Collaborative Content Development** New title and nearly all new content; removed the three <H3>subheadings that divided the old section

LO3: Making Your Meetings More Productive

- <H2>**Preparing for Meetings** Extensive changes and additions throughout this section, particularly in <H3>**Choose the Meeting Format, Venue, and Time** (revised section title and significant content additions)
- <H2>**Leading and Contributing to Efficient Meetings** Expanded discussions of interruptions
- <H2>**Putting Meeting Results to Productive Use** Several updates
- <H2>**Conducting Virtual Meetings** Retains original title but the section is significantly updated and expanded with nearly all new material; removed discussion of *telepresence*; key-term definition of *webinars* moved to the presentations chapter

LO4: Developing Your Business Etiquette

- Minor edits to introduction
- <H2>**Business Etiquette in the Workplace** Several updates and revisions
- <H2>**Virtual Workplace Etiquette** New section with all new material
- <H2>**Business Etiquette in Social Settings** Covid-related updates; revised advice on drinking
- <H2>**Social Media Etiquette** Retitled from Online Etiquette to distinguish this from the new virtual workplace etiquette section; multiple additions and edits
- <H2>**Telephone and Mobile Etiquette** Combines these two previously separate sections; a number of updates throughout

Special Features

- Developing as a Professional: Being a Team Player: Minor edits
- Intelligent Communication Technology: Hi, I'm an Algorithm, Your New Teammate: Minor edits

Figures

- Three new figures: 3.2 Shared Online Workspaces (same title, new image), 3.7 Meeting Management Software, 3.8 Workplace Etiquette

- Dropped previous Figures 3.3, 3.9, and 3.10

EOC Assessments

- 21 new questions and activities

Chapter 4: Communication Challenges in a Diverse, Global Marketplace

General note: This chapter was substantially revised, and roughly 80 percent of the content is new. Historically, this chapter focused on international communication, with cultural topics as a component of that. The 14th edition flips the emphasis in this edition to cover a broader range of contemporary diversity issues, so now it's roughly 30 percent international and 70 percent contemporary cultural issues. To keep the focus clear throughout the chapter, we refer to these as the *global marketplace* when we're discussing international issues and the *contemporary workplace* when we're focusing on diversity issues in the U.S. workplace.

Learning Objectives

- 2 Define cultural competency, explain the influence of culture on business communication, and describe five important dynamics of cultural bias. [revised]
- 3 List four key dimensions of cultural diversity in the global marketplace and six dimensions of diversity in the contemporary workplace. [revised]
- 4 List four general guidelines for adapting to global business cultures. [revised]
- 5 Identify three important steps for improving intercultural communication in the workplace. [revised]

Chapter Opener

- New vignette featuring Lisa Su of AMD (simulation questions at end of chapter are adapted from the previous edition)

Content

LO1: Understanding the Opportunities and Challenges of Communication in a Diverse World

- Moderate to substantial changes and updates in all three <H2> sections

LO2: Developing Cultural Competency

- Substantially revised, with mostly new material
- <H2>**Understanding the Concept of Culture** Adds discussion of intersectionality
- <H2>**Recognizing the Dynamics of Bias** All new material, in five new subsections:
 - <H3>Code-Switching
 - <H3>Exclusionary Behaviors

- <H3>Role Incredulity
- <H3>Centering and Othering
- <H3>The Question of Privilege

LO3: Recognizing Dimensions of Cultural Diversity

- Substantially revised, with some updated material but mostly new
- <H2>**Diversity Considerations in the Global Marketplace** Picks up and updates four internationally focused topics that were covered under “Recognizing Variations in a Diverse World” in 13e
- <H2>**Diversity Considerations in the Contemporary Workplace** Mostly new material, in six subsections:
 - <H3>Race and Ethnicity (all new)
 - <H3>Gender and Sexual Orientation (all new, divided into three <H4> sections)
 - <H3>Physical, Emotional, and Cognitive Traits (mostly new)
 - <H3>Age (substantially new)
 - <H3>Religion (minor updates)
 - <H3>Education, Economics, and Life Experience (all new)

LO4: Adapting to Global Business Cultures

- Minor updates to pickup material
- Section title revised slightly to focus on the global aspect

LO5: Improving Intercultural Communication in the Workplace

- Nearly all new, divided into three sections:
 - <H2>Practicing Inclusive Leadership (all new)
 - <H2>Being a Strong Ally (all new)
 - <H2>Developing Inclusive Communication Habits (mostly new)

Special Features

- Minor update to Real-Time Translation box

Figures

- 7 new photos to support the new emphasis on workplace diversity issues

- Dropped EBC13 Figures 4.1 and 4.2 as they no longer align with the chapter content

EOC Assessments

- 28 new questions and activities

Chapter 5: Planning Business Messages

Learning Objectives

No changes

Chapter Opener

- New vignette featuring Javier Rodriguez of DaVita (simulation questions at end of chapter are all new)

Content

LO1: Understanding the Three-Step Writing Process

- Minor edits

LO2: Analyzing the Situation

- Minor edits

LO3: Gathering Information

- Minor edits

LO4: Selecting the Best Combination of Media and Channels

- Minor edits

LO5: Organizing Your Information

- Minor edits

Special Features

- Significant updates to Intelligent Communication Technology box
- Removed two-page special feature *Business Communicators Innovating with Mobile*

Figures

- 1 new photo
- New Figure 5.5 (Mind Mapping); screenshots in Figures 5.2 and 5.7 are new higher-res versions

EOC Assessments

- 22 new questions and activities

Chapter 6: Writing Business Messages

Learning Objectives

No changes

Chapter Opener

- Minor update to Kaleigh Moore vignette

Content

LO1: Adapting to Your Audience: Being Sensitive to Audience Needs

- **<H2>Using Inclusive, Bias-Free Language** Revised section title; material significantly updated and expanded

LO2: Adapting to Your Audience: Building Strong Relationships

- No changes

LO3: Adapting to Your Audience: Controlling Your Style and Tone

- **<H2>Creating a Conversational Tone** Added discussion of “textspeak”
- **<H2>Using Plain Language** Updated and expanded

LO4: Composing Your Message: Choosing Powerful Words

- **<H2>Using Words Correctly** Updated and expanded coverage of using singular *they/their*
- **<H2>Balancing Abstract and Concrete Words** Expanded with new research about the impact of concrete language choices

LO5: Composing Your Message: Creating Effective Sentences

- No changes

LO6: Composing Your Message: Crafting Unified, Coherent Paragraphs

- No changes

LO7: Writing Messages for Mobile Devices

- Added advice on inserting one-line summaries at the beginning of messages and caution about writing on mobile devices.

Special Features

- Updated Intelligent Communication Technology box on augmented writing tools

Figures

- Three new figures (6.1, 6.2, 6.3)
- Figure 6.4 updated with new high-res screen capture
- Removed EBC13 Table 6.1 (the major points the table made are now covered in the text of the chapter)

EOC Assessments

- 18 new questions and activities

Chapter 7: Completing Business Messages

Learning Objectives

5 Explain the importance of proofreading, and give ten tips for successful proofreading. [revised]

Chapter Opener

- Updated Type Together vignette

Content

LO1: Revising Your Message: Evaluating the First Draft

- Minor edits

LO2: Revising to Improve Readability

- Minor edits

LO3: Editing for Clarity and Conciseness

- Minor edits

LO4: Producing Your Message

- Minor edits

LO5: Proofreading Your Message

- Two new bullets in the proofreading tips list

LO6: Distributing Your Message

- Minor edits

Special Features

- No new or deleted highlight boxes; minor edits to existing box

Figures

- All figures are pickups from previous edition

EOC Assessments

- Removed two Student Assignment activities
- 18 new questions and activities

Chapter 8: Crafting Messages for Digital Channels

Learning Objectives

- 2 Describe how companies use social networking platforms, and explain how to create effective content for these channels. [revised]

Chapter Opener

- Updated Slack vignette

Content

LO1: Digital Channels for Business Communication

- <H2>**Digital and Social Media Options**: Revised section title; all new material
- <H3>**The Rise of Emojis**: Reworded material to focus on just emojis, rather than emoticons and emojis
- <H3>**Using Emojis Effectively**: One new bullet point

LO2: Social Networking Platforms

- <H2>**Categories of Social Platforms**: Deleted entire section
- <H2>**Business Communication Uses of Social Platforms**: All new material
- <H4>**Look for Opportunities to Include Visual Content**: New section
- <H3>**Curating and Sharing Content Created by Other Parties**: Revised section title
- <H3>**Facilitating User-Generated Content**: Mostly new material, including new coverage of employee-generated content

- <H3>**Tips for Successful Communication on Major Social Media Platforms:** Major new section, with eight new <H4>subsections addressing Facebook, LinkedIn, YouTube, TikTok, Reddit, Instagram, Snapchat, and Pinterest

LO3: Email

- <H2>**Writing Email Content:** New material on Smart Compose

LO4: Business Messaging

- <H2>**Categories of Business Messaging:** Deleted heading and section; new coverage of various types of messaging now under the H1 head.
- <H2>**Tips for Successful Messaging:** Deleted the heading

LO5: Blogging

- <H3>**Writing Blog Posts:** New material on post types that attract the most readers

LO6: Microblogging

- <H2>**Business Applications of Microblogging:** New material on defining the purpose of a Twitter account
- <H2>**Tips for Effective Business Tweets:** Expanded list of tips

LO7: Podcasting

- Added coverage of branded podcasts

Special Features

- New highlight box: Intelligent Communication Technology: Monitoring the Social Media Sphere with Smart Listening Tools
- Deleted the highlight box Intelligent Communication Technology: Nice Chatting with You (this information was repurposed in the chapter on routine communication)
- Two-page feature: Business Communicators Innovating with Social Media: Mostly new text; all new images

Figures

- 8 new figures, plus 8 new images in the Social Media special feature

EOC Assessments

- Removed one Student Assignment activity
- 23 new questions, cases, and activities (including the 2 questions in the new highlight box)

Chapter 9: Writing Routine and Positive Messages

Learning Objectives

No changes

Chapter Opener

- Updated Productivity Report vignette

Content

LO1: Strategy for Routine Requests

- Minor edits

LO2: Common Examples of Routine Requests

- Minor edit

LO3: Strategy for Routine Replies, Routine Messages, and Positive Messages

- Minor edits

LO4: Common Examples of Routine Replies, Routine Messages, and Positive Messages

- **<H2>Providing Recommendations and References** Simplified intro and removed discussion of legal issues
- Other minor edits

Special Features

- New highlight box: Intelligent Communication Technology: Nice Chatting with You (re-uses the two questions from an EBC13e box on chatbots, but all the box content is new)

Figures

- 1 new figure (9.6)
- All other figures revised and screenshots replaced with high-res screen captures

EOC Assessments

- 17 new questions, cases, and activities

Chapter 10: Writing Negative Messages

Learning Objectives

No changes

Chapter Opener

- New vignette on Rivian

Content

LO1: Using the Three-Step Writing Process for Negative Messages

- One minor edit

LO2: Using the Direct Approach for Negative Messages

- Minor edits

LO3: Using the Indirect Approach for Negative Messages

- Minor edits

LO4: Maintaining High Standards of Ethics and Etiquette

- No changes

LO5: Sending Negative Messages on Routine Business Matters

- Minor edits

LO6: Sending Negative Organizational News

- Minor edits

LO7: Sending Negative Employment Messages

- No changes

Special Features

- No changes

Figures

- 4 figures rebuilt with higher res screenshots (10.4, 10.5, 10.6, 10.7)
- 1 new photo

EOC Assessments

- 20 new questions, cases, and activities

Chapter 11: Writing Persuasive Messages

Learning Objectives

No changes

Chapter Opener

- Updated Stich Fix vignette

Content

LO1: Using the Three-Step Writing Process for Persuasive Messages

- No changes

LO2: Developing Persuasive Business Messages

- No changes

LO3: Developing Marketing and Sales Messages

- One minor edit

LO4: Maintaining High Standards of Ethics, Legal Compliance, and Etiquette

- One minor edit

Special Features

- No changes

Figures

- 1 new figure (11.6); 1 figure rebuilt with high res screenshot (11.5)

EOC Assessments

- Removed one Student Assignment activity
- 17 new questions, cases, and activities; several other cases were revised

Chapter 12: Planning Reports and Proposals

Learning Objectives

No changes

Chapter Opener

- Minor update to Strategyzer vignette

Content

LO1: Applying the Three-Step Writing Process to Reports and Proposals

- No changes

LO2: Supporting Your Messages with Reliable Information

- Modified one bullet point in <H2>Evaluating Information Sources

LO3: Conducting Secondary Research

- <H3>**Online Search Tools** Heavily revised
- <H2>**Documenting Your Sources** Updated

LO4: Conducting Primary Research

- Moved the material on close-ended and open-ended questions to the beginning of the section so that it precedes the discussions of surveys and interviews
- Updated brief mention of online survey systems

LO5: Planning Informational Reports

- No changes

LO6: Planning Analytical Reports

- No changes

LO7: Planning Proposals

- No changes

Special Features

- Updated Intelligent Communication Technology box on text mining

Figures

- 2 new figures (12.8, 12.9)
- Figure 12.6 rebuilt for greater visual clarity
- Report figures 12.2, 12.10, 12.11, 12.12 revised, corrected, or updated
- Removed EBC13 Table 12.4 (Internet sources)
- 1 new photo

EOC Assessments

- 18 new questions, cases, and activities

Chapter 13: Writing and Completing Reports and Proposals

Learning Objectives

No changes

Chapter Opener

- New vignette on Lowe's (leverages material from previous vignette, and EOC simulation is a pickup from the previous edition)

Content

LO1: Writing Reports and Proposals

- Minor edits

LO2: Writing for Websites and Wikis

- One minor addition

LO3: Illustrating Your Reports with Effective Visuals

- Several additions: caution about ethical risks of digital image tools, updated discussion of data visualization, and caution about being inclusive regarding readers with colorblindness.

LO4: Completing Reports and Proposals

- Updated advice on distributing reports and proposals

Special Features

- All-new sample report in Report Writer's Notebook: Analyzing a Formal Report

Figures

- Four new figures: 13.1 Audience-Friendly Reports, 13.2 Writing and Designing for the Web, 13.9 Data Visualization, 13.13 (Solicited Report that accompanies Exercise 13-6).
- Several chart/graph figures were revised to improve accessibility

EOC Assessments

- 19 new questions, cases, and activities
- Removed two Student Assignment activities

Chapter 14: Developing and Delivering Business Presentations

Learning Objectives

No changes

Chapter Opener

- No changes to Barnett International vignette

Content

LO1: Planning a Presentation

- Minor edits

LO2: Developing a Presentation

- **<H2>Crafting Presentation Content** Significant changes and updates to **<H4>Getting Your Audience's Attention** and **<H4>Building Your Credibility**
- A few other edits and updates

LO3: Enhancing Your Presentation with Effective Visuals

- A number of edits and updates

LO4: Completing a Presentation

- Minor edits

LO5: Delivering a Presentation

- **<H2>Overcoming Anxiety** New advice from TED coaches
- **<H2>Embracing the Backchannel** New advice on using a social media moderator for important presentations
- **<H2>Giving Presentations Online** Several updates to reflect new software tools and capabilities
- **<H2>Ensuring Successful Team Presentations** A few edits

Special Features

- Developing as a Professional box: retained; no changes

Figures

- Two new figures: 14.2 Nonlinear Presentations and 14.11 Online Presentations
- 23 of the 25 PowerPoint slides were redesigned for a fresh, contemporary look

EOC Assessments

- 18 new questions, cases, and activities
- Removed three Student Assignment activities

Chapter 15: Building Careers and Writing RésumésLearning Objectives

- 4 Characterize the completing step for résumés, including the most common formats in which you can produce a résumé. [revised]

Chapter Opener

- New vignette featuring Aneel Bhusri of Workday

Content

LO1: Finding the Ideal Opportunity in Today's Job Market

- Expanded the list of advice for starting one's job search
- **<H2>Building Your Network** Numerous updates and added **social recruiting** as a key term

LO2: Planning Your Résumé

- Numerous updates

LO3: Writing Your Résumé

- Numerous updates and streamlined advice; stronger advice against using career objectives and the functional structure

LO4: Completing Your Résumé

- Removed **<H2>** sections on Scannable Résumés and Online Résumés

LO5: Completing Your Résumé

- Reduced the number of formats to produce from six to four by removing coverage of scannable résumés (increasingly rare that résumés are physically scanned into systems) and online résumés (LinkedIn is overwhelmingly the online format to focus on, and the chapter has a separate section about it)

LO6: Building an Effective LinkedIn Profile

- Numerous updates throughout reflecting current LinkedIn features and expert advice

Special Features

- Intelligent Communication Technology box Make Friends with the Résumé Bots updated

Figures

- New Figures 15.2 Mobile Job-Search Tools and 15.8 Effective LinkedIn Profile
- Figures 15.3, 15.4, 15.5, and 15.6 revised and updated
- Numerous updates to tables

EOC Assessments

- 17 new questions, cases, and activities

Chapter 16: Applying and Interviewing for Employment

Learning Objectives

- 2 Describe the typical sequence of job interviews, the major types of interviews and interview questions, and the attributes employers look for during an interview. [revised]

Chapter Opener

- New vignette featuring María G. Hernández, Santalynda Marrero, and Julia Arellano-Sullivan of LatinaVIDA

Content

LO1: Submitting Your Résumé

- Minor edits

LO2: Understanding the Interviewing Process

- Numerous edits and updates throughout
- <H2>**Interview Media** Streamlined and renamed it to Phone and Video Interviews, shortened considerably by merging the phone and video advice (Chapter 3 covers video meetings, so the section here refers to that chapter for video set-up advice)
- <H2>**Preemployment Testing and Background Checks** Multiple updates

LO3: Preparing for a Job Interview

- Multiple updates

LO4: Interviewing for Success

- Multiple updates

LO5: Following Up After an Interview

- Minor edits

Special Features

- Intelligent Communication Technology box renamed to Encountering AI-Assisted Recruiting and Interviewing and substantially updated, including concerns about AI-graded interviews
- Intelligent Communication Technology box Improving Fairness and Finding Better Talent with Blind Auditions updated

Figures

- New Figure 16.4 Interview Simulators
- Figures 16.3, 16.5, and 16.6 rebuilt with higher-resolution screenshots
- Deleted EBC13 Figure 16.4 and Table 16.7
- Numerous updates to tables

EOC Assessments

- 18 new questions, cases, and activities

Appendix A: Format and Layout of Business Documents

This appendix was extensively modified, streamlined, and modernized.

<H1>First Impressions

- Numerous edits and updates

<H1>Components of Business Letters

- Revised section title
- <H2>**Standard Letter Parts** Numerous changes throughout this section.
 - EBC13 Figures A.1 and A.3 were combined to show both the block format and the seven standard letter parts in one place.
 - Biggest overall change in this section involves coverage of using courtesy titles (Mr., Ms., etc.), with new advice to avoid using them unless a specific identifier is known for certain. As part of this, EBC13 Table A.2, Forms of Address, was removed.
 - <H3>Complimentary Close is mostly new material with a selection of closes for students to choose from.

- <H2>**Optional Letter Parts** Revised section title and various updates; removed EBC13 Figure A.2.
- <H2>**Letter Formats** Vastly simplified this section to reflect current business practices; our new advice is to just use the block format or an acceptable layout from a template. As part of this, we have a new Figure A.2 that shows a contemporary letter style from a Microsoft Word template, and we deleted EBC13 Figure A.4 Modified Block Letter Format and Figure A.5 Simplified Letter Format.

<H1>Envelopes

- Streamlined this section with simpler advice on addressing the envelope (including a reference to the USPS website for more details). As part of the changes here, we deleted EBC13 Figure A.6 Prescribed Envelope Format (No. 6¾ envelopes probably aren't as common for business letters as larger catalog-size envelopes) and Figure A.7 Folding Standard-Size Letterhead (advice for No. 6¾ no longer relevant and folding for No. 10 envelopes is obvious)

<H1>Memos

- A few minor edits

<H1>Reports

- Added two new <H2> sections: Running Headers and Footers and Other Design Elements. Replaced EBC13 Figure A.8 Margins for Formal Reports with a new multi-page figure based on another Microsoft Word template that shows a wider range of report formatting features.

Figures

- To summarize: deleted all the EBC13 figures except A.1 and A.3, which we combined into a single figure; added two new figures to show a contemporary letter template and a contemporary report template.

Appendix B: Documentation of Report Sources

Updated sources to reflect greater diversity in the article titles and authors

Verified/updated the APA and MLA examples to reflect new editions of those two guides

Appendix C: Correction Symbols

Minor updates

Handbook of Grammar Mechanics and Usage

Numerous changes and corrections, including updated advice to use the singular *they* to avoid awkward or exclusionary phrasing.