

Quick Learning Guide

Excellence in Business Communication, 9th Edition

Chapter 11

Planning Reports and Proposals

SUMMARY OF LEARNING OBJECTIVES

- 1 Adapt the three-step writing process to reports and proposals.** The comprehensive nature of the three-step process is ideal for the work involved in most reports and proposals. Use all the advice you learned in Chapters 4 through 6, with added emphasis on a few specific points for longer documents: (1) identify your purpose clearly to avoid rework, (2) prepare a work plan to guide the research and writing tasks, (3) determine whether a separate research project might be needed to gather the necessary information, (4) choose the appropriate medium (or media, in some cases) for your audience, and (5) organize your information by selecting the best approach for an informational or analytical report.
- 2 Describe an effective process for conducting business research, and explain the difference between primary and secondary research.** Begin the research process with careful planning to make sure you focus on the most important questions and identify the best place to find answers. Then locate the data and information, using primary and secondary research as needed. Process the results of your research, analyzing both textual and numeric information to extract averages, trends, and other insights. Apply your findings by summarizing information for someone else's benefit, drawing conclusions based on what you've learned, or developing recommendations. Finally, manage information effectively so that you and others can retrieve it later and reuse it in other projects. Primary research is research that is being conducted for the first time, whereas secondary research involves information that was originally gathered for another research project or another effort.
- 3 Provide five guidelines for conducting an effective online search.** First and foremost, you need to read and understand the instructions for using each online research tool because they vary widely and may not search for or display results in the manner you expect. Second, pay attention to the details because even minor aspects of searching can influence results dramatically. Third, review search and display options carefully to optimize results. Fourth, try variations on your search terms if you can't find what you're looking for. Fifth, try narrower or broader searches to adjust the scope of what you're looking for.
- 4 Describe the major tasks involved in processing and applying your research results.** In most cases, you need to process your research results in some fashion before applying them in reports and presentations. The three basic ways to process verbal information are quoting (using someone else's word directly, with appropriate attribution), paraphrasing (restating someone else's words in your own language), and summarizing (creating a shorter version of an original piece of writing). Processing numeric data can involve a variety of statistical analysis techniques. Three basic computations are the mean (what people mean when they say "average"), the median (the midpoint in a series, indicating an equal number of lower and greater values), and the mode (the most frequently occurring value in a series). Processing results can also involve looking for trends and distinguishing causal relationships from correlations and mere coincidences. Research results can be applied in several ways, depending on the purpose of the report or presentation. A summary is a shortened version of one or more documents, research results, or other information; it filters out details and presents only the most important ideas. A conclusion is your analysis of what the findings mean (an interpretation of the facts). A recommendation is your opinion (based on reason and logic) about the course of action that should be taken.
- 5 Explain how to organize informational reports and website content.** Most informational reports use a topical organization, arranging material by comparison, importance, sequence, chronology, spatial orientation, geography, or category. To help ensure effective organization of websites, start by planning the structure and navigation paths before writing the content. Next, make sure you let readers be in control. Give them plenty of navigational flexibility so they can create their own paths according to the information they find interesting and useful. Don't force them to follow a rigid page-by-page scheme. Finally, break your information into chunks that can be scanned and absorbed quickly.
- 6 Discuss three major ways to organize analytical reports, and explain how to plan proposals.** The three most common ways to organize analytical reports are by focusing on conclusions (using the direct approach to present your conclusions immediately), focusing on recommendations (also using the direct approach), and focusing on logical arguments (using the indirect approach to build up to your conclusions or recommendations). The single most important factor to consider when organizing a proposal is whether the proposal is solicited or unsolicited. For a solicited proposal, the direct approach is nearly always better because the audience expects and wants to read your proposed solution. For an unsolicited proposal, the indirect approach is usually better because the reader isn't expecting the proposal and may not agree with you that a problem or an opportunity even exists.

THE BIG IDEAS

- Most business reports use the direct approach; use the indirect approach when you need to build support for your main idea.
- Researching without a plan wastes time and usually produces unsatisfactory results.
- Evaluate your sources carefully to avoid embarrassing mistakes.
- Start your research by conducting secondary research first.
- Much of the information online has not been subjected to rigorous quality controls, so try to confirm your findings with multiple sources.
- Specialized search engines can help reach the *hidden internet*.
- Proper documentation of the sources you use is an ethical responsibility.
- For a survey to produce valid results, it must be based on a representative sample of the population of interest.
- Quoting a source means reproducing the content exactly and indicating who created the information originally.
- Paraphrasing is expressing someone else's ideas in your own words.
- Summarizing paraphrases and distills the content into fewer words.
- A conclusion is a logical interpretation of research results.
- A recommendation is a suggested course of action.
- Informational reports are used to monitor and control operations, to implement policies and procedures, to demonstrate compliance, and to document progress.
- In planning and writing website content, the unique nature of online communication requires special consideration.
- Analytical reports are used to assess opportunities, to solve problems, and to support decisions.
- Proposals always compete for something—money, time, attention, resources, or other considerations.

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JOSE C. STEWART

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Project Management Absolute Beginner's Guide Greg Horine, 2012-10-16 Succeed as a project manager even if you've never run a project before This book is the fastest way to master every project management task from upfront budgeting and scheduling through execution managing teams through closing projects and learning from experience Updated for the latest web based project management tools and the newest version of PMP certification this book will show you exactly how to get the job done one incredibly clear and easy step at a time Project management has never ever been this simple Who knew how simple Project Management could be This is today's best beginner's guide to modern project management simple practical instructions for succeeding with every task you'll need to perform Here's a small sample of what you'll learn Master the key skills and qualities every project manager needs Lead projects don't just manage them Avoid 15 most common mistakes new project managers make Learn from troubled successful and recovered projects Set the stage for success by effectively defining your project Build a usable project plan and an accurate work breakdown structure WBS Create budgets and schedules that help you manage risk Use powerful control and reporting techniques including earned value management Smoothly manage project changes issues risks deliverables and quality Manage project communications and stakeholder expectations Organize and lead high performance project teams Manage cross functional cross cultural and virtual projects Work successfully with vendors and Project Management Offices Make the most of Microsoft Project and new web based alternatives Get started with agile and critical chain project management

The Scalyr Guide to Getting Started Logging as Quickly as Possible Scalyr, 2019-04-07 With the almost constant scaling of applications and environments the need for good logging practices has likewise scaled exponentially This book will help you understand the value of logging the best practices for logs and introduce you to a number of tech stacks including languages and frameworks It's the ultimate resource for jumping into a new language or discovering new tricks in a familiar one And you'll learn the value that centralized logging brings on scale All proceeds from this book will be donated by Scalyr to Girls Who Code

The Complete Idiot's Guide to Statistics Robert A. Donnelly, 2004 Offers an introduction to statistics covering concepts and formulas interpretation of data through different types of charts using computer applications to simplify things and more advanced topics

Spanish-Beginner's Step by Step Course to Quickly Learning: The Spanish Language, Spanish Grammar, & Spanish Phrases Steven J. Michaels, 2016-08-30 Revised Expanded Updated This book now includes sample short stories to make your learning even easier plus a number of new resources have been added with the goal of making this book the only Spanish learning guide you'll need In this book you'll discover The basics of numbers food and relationships so you can feel confident speaking the language Valuable vocabulary for family emergencies shopping and the common mistakes most beginners make Essential terminology for emotions jobs and travel that will simplify before during and after your next trip abroad A collection of Spanish short stories translated into English to further learn the language And much much more

More Fearless Change Mary Lynn Manns, Linda Rising, 2015 A guide to implementing and sustaining change in software organizations this book covers every stage in the change process that students will one day need knowledge persuasion decision implementation and confirmation The authors help students understand the forces in an organization that promote and restrict change and teach strategy for driving participation and buy in from start to finish Readers learn how to plant seeds of change make proposed changes seem less threatening sustain momentum overcome adversity and celebrate success

Get Better Faster Paul Bambrick-Santoyo, 2016-07-13 Effective and practical coaching strategies for new educators plus valuable online coaching tools Many teachers are only observed one or two times per year on average and even among those who are observed scarcely any are given feedback as to how they could improve The bottom line is clear teachers do not need to be evaluated so much as they need to be developed and coached In *Get Better Faster A 90 Day Plan for Coaching New Teachers* Paul Bambrick Santoyo shares instructive tools of how school leaders can effectively guide new teachers to success Over the course of the book he breaks down the most critical actions leaders and teachers must take to achieve exemplary results Designed for coaches as well as beginning teachers *Get Better Faster* is an integral coaching tool for any school leader eager to help their teachers succeed *Get Better Faster* focuses on what's practical and actionable which makes the book's approach to coaching so effective By practicing the concrete actions and micro skills listed in *Get Better Faster* teachers will markedly improve their ability to lead a class producing a steady chain reaction of future teaching success Though focused heavily on the first 90 days of teacher development it's possible to implement this work at any time Junior and experienced teachers alike can benefit from the guidance of *Get Better Faster* while at the same time closing existing instructional gaps Featuring valuable and practical online training tools available at <http://www.wiley.com/go/getbetterfaster> *Get Better Faster* provides agendas presentation slides a coach's guide handouts planning templates and 35 video clips of real teachers at work to help other educators apply the lessons learned in their own classrooms *Get Better Faster* will teach you The core principles of coaching Go Granular Plan Practice Follow Up Repeat Make Feedback More Frequent Top action steps to launch a teacher's development in an easy to read scope and sequence guide It also walks you through the four phases of skill building Phase 1 Pre Teaching Dress Rehearsal Phase 2 Instant Immersion Phase 3 Getting into Gear Phase 4 The Power of Discourse Perfect for new educators and those who supervise them *Get Better Faster* will also earn a place in the libraries of veteran teachers and school administrators seeking a one stop coaching resource *The Improvement Guide* Gerald J. Langley, Ronald D. Moen, Kevin M. Nolan, Thomas W. Nolan, Clifford L. Norman, Lloyd P. Provost, 2009-06-03 This new edition of this bestselling guide offers an integrated approach to process improvement that delivers quick and substantial results in quality and productivity in diverse settings The authors explore their Model for Improvement that worked with international improvement efforts at multinational companies as well as in different industries such as healthcare and public agencies This edition includes new information that shows how to accelerate improvement by

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methods of changing those behavior problems Each of the methods have been tested by our Clinic and taught to these
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