BOOK REVIEW

TITLE: Business Communication:
Developing Leaders for a Networked World

AUTHOR: Peter W. Cardon

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Reviewed by: Rusma Kalra

Business Communication: Developing Leaders for a Networked World is an outstanding collection of business communication skills and techniques revolving around the theme of reclassifying the direction of business in the 21st century. The word "business" is also constructed broadly to include not only corporates but also nonprofit organizations, meanwhile the term "professional communication" seems to be used interchangeably with "business communication."

The 16-module book is divided into five sections: Introduction to Business Communication, Principles of Interpersonal Communication, Principles of Business Messages, Types of Business Messages, and Reports and Presentations.

Overall, the purpose of this book is to train and educate readers or learners how to communicate in today's highly competitive business environment. The book examines how communications across different cultures may hinder, harm or advance business deals. The book investigates cultural awareness, not only to guide young adults, but also give direction to managers who need to be better versed in cultural social standards and etiquettes in different parts of the world in order to settle a deal or business negotiations.

Section 1 describes how competence, caring, and character affect the person's credibility as a business communicator. Moreover, business ethics, corporate values and personal values are touched upon. This section serves as a core foundation for the book as a whole.

Section 2 addresses the cross-cultural differences, people's perception of others and people's tendencies toward stereotyping and ethnocentric thinking. This section augments the importance of cultural intelligence and its importance for global business leaders, and also provides approaches to developing it. Moreover, the issue of the impact of extroversion-introversion on business communication and issue of the role of civility in effective interpersonal communication in the workplace are also thoroughly analyzed. Not only does it examine the effects of culture on one's

learning, but also on problem-solving and reasoning patterns. Cardon focuses on differences between both hemispheres – East and West – and presents to readers ways to analyze these differences from each other's perspectives. The concept of time, space, change, and ambiguity described here includes many beneficial pointers for those interested in working across cultures.

With all the social media tools now available to collaborate and communicate, section 3 addresses issues on this new emerging era of digital communication. Cardon step by step goes through different types of online platforms such as the use of blogs, wikis, forums, and other social tools for effective communication within organizations. Even though this review cannot provide full justification of all the social media platforms discussed in the book, they are all recommended as interesting and important tools for addressing current issues in communicating for success in today's business world. Moreover, the trade-offs associated with richness, control, and constraints when choosing a communication channel is explained. Cardon illustrates his points on how to handle emotion effectively in online communication by showing real-life case studies and scenarios in business settings.

Section 4 is mainly devoted to business correspondences etiquette. Cardon emphasizes how delivering routine messages impacts the writer's credibility. He explains how the roles of rank, power distance, and cultural norms between people with different personalities need to be taken into consideration when writing business emails and letters. Furthermore, systematic guidelines on business messages for accomplishing different tasks are simplified. As it is inevitable for businesses to give and receive bad news or disappointing messages, such as either rejecting a business plan proposal or turning down a supplier, and the author reminds us to keep in mind the impacts of a negative tone which may linger and damage rapport. Therefore, the overarching goal is to create a path forward that is in the long-term interests of each party involved.

The last section focuses on reports and business proposal presentations as the final product of decision-making. As many reports rely on business research, Cardon clearly illustrates to readers that because of their roles in decision-making, most reports take much more time to create than daily business correspondence. Moreover, the author clearly explains how creating, planning, and conducting business research impacts your credibility and teaches readers how to evaluate research data, charts, and tables for fairness and effectiveness.

The page layout of the book adds to its intelligibility, with obvious prompts plainly separating passages, heading, strategies, and examples. In addition, examples are presented chronologically throughout the book and are therefore easy to comprehend. Likewise, the tactics described in each chapter are presented in a straightforward manner and the exercises at the end of each chapter are useful for reflection, helping readers to assess their own shortcomings in terms of ambiguity and vulnerability.

All in all, I would say this book highlights the essential elements to being successful business communicators, negotiators, as well as leaders in the social media driven era where our public image is based on our written image communicated via emails, reports, texts, and so forth. Cardon carefully blends theory and practice in order to keep each concept brief and relatable to readers. As a result, this book has great applications for leadership and business management alike. Hence, it is highly recommended as one of the most appropriate supplemental texts in business communication courses or workshops.

Reference

Cardon, P. (2017). *Business Communication: Developing leaders for a networked world* (3rd ed.). New York: McGraw-Hill Education.