Ambo University, Woliso Campus School of Business and Economics, Department of Management

Course Outline	
Degree Program	B.Sc. in ABVM
Module Title	Business Communication (ABVM-M2091)
Module Coordinator	Department of ABVM
Course Number	ABVM 2091
Course Title	Business Communication
ECTS credit points	5 (credit hours…..3hrs)
Course Information	Academic Year: II Semester: II
Instructor's Contact Information	Office: Adm. building office no 110 Phone: 0912-172708 Email: solomonauwc06@gmail.com Office Hours: Wednesday and Thursday 10:00-11:30 local time

Student workload	*Lecture*	*Assignment*	*Home Study*	*Assessment*	*Total*
	48	20	45	22	135

Aim of the course	The course enables students to: • Discuss the concept of business communication • Distinguish between international and inter-cultural business communication • Apply the principles of effective business communication to value chain development.
Course Description	This learning task intends to equip you with the concepts of communication such as nature of communication, the need for communication, the process of communication, elements and types of communication. Also you will be able to define business communication, and understand the principles of effective business communication and acquire reporting skills. They also gain knowledge on legal aspects of business communication and distinguish between international and inter-cultural business communication.

Pre-requisites	No Prerequisite	*Status of the Course*………. Supportive
Content per unit		

1

Week	Topics and Sub Topics
Week 1&2	**CHAPTER ONE** **AN OVERVIEW OF COMMUNICATION** 1.1. Concept of Communication 1.2. Significance of Communication 1.3. Communication in value chain management 1.4. Legal aspect of business communication
Delivery Method	Lecture, Group Discussion & Reflection
Assessment	Quiz — 5%
Week 3, 4 & 5	**CHAPTER TWO** **PROCESSES OF COMMUNICATION** 2.1.Elements of Communication 2.2.The process of communication 2.3.Barriers to Communication
Delivery Method	Lecture, Group Discussion & Reflection
Assessment	Test on unit one and two — 15%
Week 6, 7 & 8	**CHAPTER THREE** **PRINCIPLES OF EFFECTIVE COMMUNICATION** 3.1 The 7 C's
Delivery Method	Lecture, Group Discussion & Reflection
Assessment	Quiz — 10%

Week 9 & 10	**CHAPTER FOUR**
	TYPES AND MODELS OF BUSINESS COMMUNICATION
	4.1 Internal &external Communication
	4.2 Types of communication
	    i. Down Ward Communication
	    ii. Upward Communication
	    iii. Horizontal Communication
	    iv. Diagonal Communication
	4.3 Forms of Communication
	    A. Verbal communication
	    B. Non- verbal communication

Delivery Method	Lecture, Group Discussion & Reflection
Week 11 & 12	**CHAPTER FIVE** **International and inter-cultural business communication** 5.1. International business communication 5.2. Inter-cultural business communication
Delivery Method	Lecture, Group Discussion & Reflection
Assessment	Group Discussion — 5%

Week 13 - 16	**CHAPTER SIX**
	MEDIA OF COMMUNICATION
	6.1 Overview of media of communication
	6.2 Oral Communication
	    6.3.1. Speech
	    6.3.2. Telephoning
	    6.3.3. Face to face conversation
	    6.3.4. Active listening
	    6.3.5. Interviews
	    6.3.6. Meetings
	  6.4. Written Communication
	    6.4.1. Business letter writing
	    6.4.2. Memorandum
	    6.4.3. Report Writing
	    6.4.4. Curriculum Vitae

Assessment Arrangement	Activities Points
	    Quiz I 5
	    Quiz II 10
	    Test 15
	   Group Discussion and demonstration 5
	   Group Assignments & Presentation with attendance 25
	Final Exam 40%
	    Total Points **100**
	
	Final Exam: **Final exam will cover ALL material.**

Course Expectation	✓ The students must come to class prepared by bringing with you the appropriate materials like text books and completed assignments. Compete the reading assignments and other activities on time. ✓ Make active participation during discussion (you must participate in class). If you are working in group or with partner, you must talk to your group members or partner and be a part of the group. Always be ready and willing to give constructive feedback to partners/ group members and listen to their comments on your work. ✓ Use only English during group and pair work, class room and out of class room discussions.

Course Policy	✓ It is compulsory to come to class on time and every time. If you are going to miss more than three classes during the term, you should not take this course.
	✓ You must do your assignment on time. No late assignment will be accepted.
	✓ You will have short quizzes and tests. If you miss the class or, are late to class, you will miss the quiz or test. No makeup test or quizzes will be given.
	✓ You must do your own work and do not copy and get answer from someone else. Please be sure to turn off your cell phones before class and exam session.

CHAPTER ONE
AN OVERVIEW OF COMMUNICATION

Unit Objectives and Competences to be Acquired

After completing this unit, students will be able to:

➤ understand the concept of communication

➤ explain the significance communication

➤ understand the role of communication in value chain management

➤ identify the legal aspect of business communication

1.1 Concept of Communication

Introduction

What is communication?

The word communication has been derived from the Latin word "communes" which means "common" thus, communication is the exchange of information between a sender and a receiver. According to this communication is the concept of transferring of information and the exchanges of message, ideas and the understanding between the people for the purpose of achieving common meaning.

Generally, the word communication means the act or process of giving or exchanging of information, signals, or messages as by talk, gestures, or writing.

Technically speaking, in the act of communication, we make opinions, feelings, information, etc known or understood by others through speech, writing or bodily movement.

Definition of Communication

The following definitions can help us to understand the meanings of communication from different perspectives.

According to Murphy and Peack definition "communication is a two way process of exchanging idea or information between human being." This means Communication is the sum total of all things one person does when he/she wants to create outstanding in the minds of the other which includes systematic and continuous process of telling, listening and understanding.

Based on koontz and O'Donnell" Communication is the process of conveying messages (facts), ideas, attitudes and opinions from one person to another person."

H.W Cumming defined communication as an exchange of facts, ideas, opinions or emotions by two or more person.

Communication is the process of people sharing opinion, ideas and feelings with each other in commonly understandable ways. ***(Hamilton and Parker).***

It is defined in the *Merriam-Webster's* dictionary as **"a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior."** *Merriam-Webster online dictionary*. (2008).

According to Lasswell (1948) classic definition of communication, he defines communication as: who (source or sender), says what (message), in which channel (medium), to whom (audience or receiver), with what effect.

Communication is the life blood of any organization and its main purpose is to effect change to influence action.

In any organization the main problem is maintaining effective communication process. The management problem generally results in poor communication. Serious mistakes are made because orders are misunderstood.

How communication exists?

Communication exists when:-

- The sender or transmitter who desirous of passing some information
- The receiver, the whom the message or information is passed on
- The receive should partly or wholly understand the message passed on to him
- There should be some kinds of feedback, the receiver should respond to the message
- The channel of communication, the way how the message is transmit

How we communicate?

We communicate in several ways:

1. ***Written communications***—like:- letters, memos, reports, e-mail, faxes

2. *Oral communications*—like:- one-on-one meetings, phone conversations, speeches, video conferencing, group meetings

3. *Nonverbal communications*—like:- Body language (eye contact, facial expressions), physical appearance etc…

Some of the silent messages people convey through nonverbal communication consist of:

a. Eye contact—indifference, wandering

b. Facial expressions: smile (agreement), frowns (disagreement, surprise

c. Body language: folded arms (closed to suggestions); sitting upright (confidence, pride)

d. Tone and volume of voice: emotions conveyed through pitch, etc.

e. Physical appearance: clean, well dressed etc…

Therefore nonverbally may communicate more than our spoken words.

For Brainstorming

Are you active listener?

_____

By the way, what does it mean that active listing?

_____

Active listening—means listening with a high level of concentration;

Active listening can be defined as giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Why We Communicate

People communicate for different reasons. Those include:

➢ To inform (E.g.:- to provide information on a new product line)

➢ To request (E.g.:- request information on a product)

➢ To persuade E.g.:- (convince someone to buy a product, deal with an organization)

➢ To build goodwill (E.g.:- congratulations, thank you)

COMMUNICATION STYLES

In general terms, interpersonal communication can be classified as either one-way or two-way. One-way communication occurs when the sender transmits information in the form of direction, without any expectation of discussion or feedback.

For example, a manager may stop by an employee's desk to inform him that a certain project will be due the following day. One-way communication is faster and easier for the sender—because he or she does not have to deal with potential questions or disagreement from the receiver—but tends to be overused in business situations. ⟶

In contrast, two-way communication involves the sharing of information between two or more parties in a constructive exchange.

For example, a manager may hold a staff meeting in order to establish the due dates for a number of projects. Engaging in two-way communication indicates that the sender is receptive to feedback and willing to provide a response. Although it is more difficult and time-consuming for the sender than one-way communication, it tends to enable a clear communications exchange by involving both parties. ⟷

Basics for Communicating Effectively

The following are basics for communicating effectively:

- ❖ Determine the purpose of your communication: Why is the communication necessary?
- ❖ Identify the audience: Who is the receiver of the communication?
- ❖ Consider what the audience needs to hear.
- ❖ Develop a clear, concise, correct and logical message.
- ❖ Maintain a positive attitude. (Attitude in writing can be reflected in the word choice).

To give information to others and to gain information from them, ask yourself the following questions.

▸ **What?** Decide what to communicate.
▸ **When?** Decide when to communicate.

▶ **Why?** Decide why you are communicating.

▶ **Tailor the communication** Make it relevant to your audience.

▶ **How?** There are lots of ways to communicate.

▶ **Review**, Review the effectiveness of each method from time to time,

For developing your communication ability/skill, you must do three things:

1. Analyze good and bad examples of communication (many examples, both good and bad) can be found in the text.

2. Use the principles and techniques of good communication (**7c's**).

3. Practice creating your own communications (practice, practice and again practice)

What is a business communication?

Business communication is the process by which people seek to share meaning (business information/idea) via the transmission of symbolic message. This definition contains the following points.

- It involves people trying to understand, how people relate to each other

- It involves shared meaning, people agreement on some terms (ideas)

- Involves symbols, which can be gesture, sounds, words, letters, numbers, etc.

Business communication is the process by which people seek to share meaning via the transmission of business messages.

According to Kotler business communication is an interactive dialogue between the company and its customers.

Business communication plays the role of developing employee's attitude in promoting coordination of performance and job satisfaction in doing jobs.

The term business communication is used for all messages that we send and receive for official purpose like running a business, managing an organization, conducting the formal affairs of a voluntary organization and so on.

Business communication is marked by formality as against personal and social communication. The success of any business to a large extent depends on efficient and effective communication. It takes place among business entities, in market and market places, within organizations and between various groups of employees, owners and employees, buyers and sellers, service providers and customers, sales persons and prospects and also between people within the organization and the press.

Business Communication is goal oriented. The rules, regulations and policies of a company have to be communicated to people within and outside the organization. Business Communication is regulated by certain rules and norms.

The objectives of business communication

i. **To inform**: the first and foremost objective of any communication is to inform. In today's world, information is power. Communication brings power through information. The dissemination of information converse a wide range of areas, both internal and external. People within the organization have to be kept informed about the organizational goals, objectives, procedures, processes, systems plans, priorities and strategies. Equally important is the objective of ensuring effective external communication with customers, prospects, competitors, suppliers and the public, about products and services, plans, happenings, events and achievements. Some of the expels of communication media used for this purpose by organizations are;

- Interoffice memo/notice announcing meetings
- Telephone calls a customer makes to ask the price of a commodity,
- Employee handbooks explaining a new benefit

ii. **To educate**: Another objective of communication in an organization is to educate, i.e.., to disseminate knowledge and develop skills and attitudes among the people working in the organization. There is also a need to familiarize them with the systems, procedures and processes. This process of education may extend to customers as well. This may be done through; personal conversation in which a co worker is requested to serve as a volunteer in fund-raising activities; sales letter

announcing clearance of merchandise; report to management on the need to purchase a new computer , etc.

iii. **To train**: communication is an integral component of any training program. Business organizations need to train people to achieve proficiency in specific skills. They have to provide working knowledge and attitudinal inputs through training programs to employees at various hierarchical levels. Training sessions involve teaching instruction, demonstration, practice and discussion. The process of communication is integral to each of these.

iv. **To motivate**: people in any business organization have to be motivated to pursue goals and achieve higher levels of performance, high levels of morale and motivation are a must to ensure high levels of productivity and efficiency on a sustainable basis. Communication provides the means to keep the motivation levels high. Talks, lectures, films, meetings, workshops and non-verbal messages are among the means used to motivate people.

v. **To integrate**: Large business organization has different business units, department and territorial divisions. Each of them pursues different goals, sub-goals and target sections. Communication provides the means for an integrated approach in pursuing organizational goals. Effective communication is vital to ensure that people working in different functional and geographical areas are integrated. Communication binds together people working for a common objective and helps team-building.

vi. **To relate**; good business relationship are a must for the continued success of any business organization. This is basically depending on effective communication. Because communication that provides the means for building and nurturing mutually beneficial relationships both internal and external. They may be among and/or between employees, supervisory staff, top management, customers, suppliers and retailers etc…

vii. **To promote**: promotional efforts are a must for any organization to fully achieve its objectives. One of the marketing promotions relates to various activities. Such as advertising publicity and public relations through effective communication. In the marketing concept the customer is said to move from stage to stage till the translation

is completed. They move progressively from the state of awareness of the need for a product to the knowledge of the product, and thereafter to a state of product preference. The needs of the customers develop into effective demand for products, resulting in the purchase of the product or availability of the service. Promotional aspects of the service are particularly relevant in a service industry like banking or insurance. For this they have to organize effectively promotional measures, which seek to inform, educate, persuade and actualize the clients/markets.

viii.   **To Facilitate:** effective communication is to facilitate organizational activities. Like organizational decision making: decision making is spread across all the functional areas personnel, marketing accounting, production and maintenance. Day-in day-out, people in organizations keep taking decisions at various hierarchical levels. People at higher levels in the organization command respect depending upon their decision making abilities. Any such decision making, however, depends on the availability of adequate and timely inputs. It calls for facts, figures, analysis, deliberation, classification, confirmation and evaluation. Communication both oral and written in general facilitates decision making in any business organization.

These objectives of communication must be emphasized in a dynamic and ever changing organization depending up on the nature and functions of the organization, the range of the people it deals with and the sensitivities involved, the process of communication assumes new dimensions.

1.2 Significance of Communication

The ability to communicate is important in all aspects of life. In business, having excellent communication skills is requested by employers recruiting and promoting individuals. A successful applicant should have excellent communication skills, both oral and written. The ability to communicate effectively with others is named by many employers as a top attribute of the successful business person.

If your communication skills are poor, others tend to question your abilities. Accuracy in speaking, spelling, punctuation, and grammar reflect on your abilities. Employees are judged on

their competence in these areas. Your communication skills reflect on your organization's image as well as your image.

Presenting yourself well in both oral and written communication projects a favorable image of both you and your organization. Or develop goodwill or positive image.

Effective communication can be contributed for the organization on the following manner:-

- Develops an attitude that promotes the coordination of performance and job satisfaction.
- To perform and operate any personal and organization activities.
- Provide valuable information for on organization and employees.
- Effective communication promotes the spirits of understanding and cooperation.
- Support a business organization to be competitive.
- Helps for meetings of personal responsibilities.
- To evaluate or collect information such as performance evaluation record, quality control reports, budget performance reports.
- To instruct workers by means of instructional manuals, oral directions
- Clear up problems- eliminate or reduce misunderstanding in the organization and overcome grievance.
- Served to persuade information for the other party or organization
- Communication facilitates customer relation, labor relation, marketing process, public relation, sales, teaching, researches, promotion etc…

1.3 Communication in Value chain Management

Effective communication can make the value chain faster, more efficient and more effective than ever before. When standards, best practices, and priorities are communicated properly, every touch point along your value chain is essentially improved. Every last resource is being used to its maximum potential to align what the value chain is capable of with your long-term objectives as a business. People are working smarter, not harder, and both you and your stakeholders are enjoying the benefits - particularly in terms of cost-savings.

When you consider the fact that the number of entities in the value chain has increased over the years, it makes clear communication at all levels even more important. Without communication, you take a problem and turn it into a much bigger and more expensive one in an instant.

Therefore for achieve maximum productivity; enhanced communication needs to be introduced throughout the entire value chain – including suppliers, traders, processors and retailer.
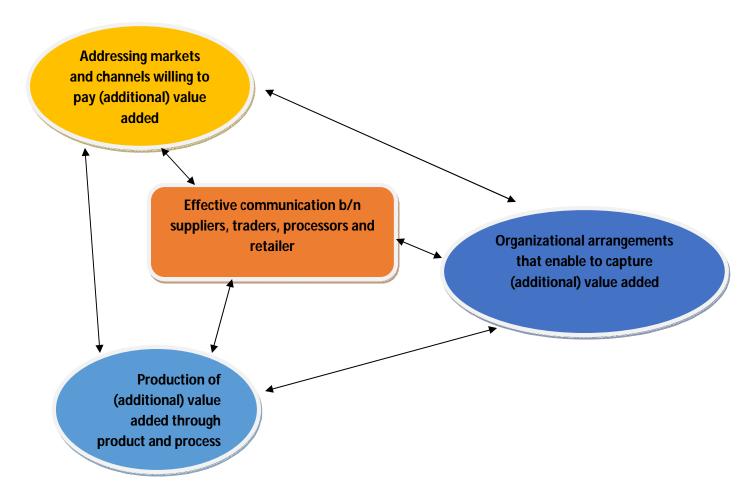

Fig. 1.1 Role of communication in value chain management

Advantages of Effective Communication in Value Chain Management

For a value chain management professional effective communication is a crucial element in the job. The communication with co-workers, clients and customers etc need to be managed effectively to make the value chain achieve success. The following are some of the advantages of effective communication in the value chain.

Increasing Productivity

If the communication is effective then there will not be any need for repeated communication. There will not be any necessity for clarifying often and wasting time. It is necessary to make the communication clear by making the subordinates and superiors understand the matter effectively. Setting priorities and assigning tasks will become easier and this will lead to increased productivity.

Improving the Morale

When the communication between a value Chain Manager and worker is clear it boosts the morality of the workers and improves their performance. If the communication between the management and employees are effective then the confidence of the employees will increase. Expectations of the employees will be fulfilled through clear communication which will improve the morale of the employee.

Developing a Team

When the communication between the value chain Managers and employees become clear it can contribute to the building of a successful team. If the expectations and goals of both employees and management become aligned it will lead to a strong team.

1.4 Legal aspect of Business Communication

Legal aspect refers to the selection of words used in Business Communication so as to ensure their conformity with the rules and regulations laid by the country's business law failure to which may cause a person to be up against legal actions.

Legal aspect refers to the selection of words used in Business Communication so as to ensure their conformity with the rules and regulations laid by the country's business law failure to which may cause a person to be up against legal actions.

A person or the communicator should be mindful of the following areas while communicating with

1. Defamation

2. Invasion of privacy

3. Fraud

4. Misc. areas.

1. DAFAMATION:

"The un-consented & unprivileged publication of a false idea which injures the reputation of a person in a society is called Defamation."

We will dilate on this area by giving a focused view to some of the important terms used in the definition.

Un-consented:

Un-consented means "without agreement". This makes the first point clear that whatever a person is to defame the other person. It is against the will or consent of the other person.

However, in some of the cases the act of defamation is carried out with the consent of the person who is aimed at. Some of those cases are as under.

• Showbiz

• Sports

• Politics

Unprivileged:

This means "Unrightfully". It's plain to understand that it is defaming another person when he is not given the privilege or right by the law to defame.

Some bodies/organizations/persons have the privilege to make defaming information/material known to the people other than the two persons in question. Privilege is mainly of two types.

• Absolute privilege

• Conditional/Qualified privilege

Absolute Privilege:

A person has absolute privilege to defame the other person means he has been given full right by the law to defame the other person on any matter whatsoever. This case is limited to the following areas:

_ Judicial Proceedings

_ Assembly Proceedings

_ Official Proceedings

Judicial Proceedings:

A particular action or a course of action in the law court is called Judicial Proceedings. The Lawyers in such proceedings have full right to defame the person against whom a suit is filed.

Assembly Proceedings:

Legislature is the place where representatives of political parties have full liberty to ensure the government or vice versa.

Official Proceedings:

Government bodies have been given absolute privilege to defame the nabbed person.

Conditional / Qualified Privilege:

Privilege under certain conditions or privilege to defame on certain matters is called Conditional Privilege. For example, an employer may defame his employee on the following matters.

• Tenure

• Salary

• Responsibilities

Publication:

When a defamatory matter is made known to a third party either intentionally or unintentionally it's called publication. Publication branches off into two types:

• Slander

• Libel

Slander:

Slander is an oral defamation.

Libel:

It means to use written material such as newspapers, letters, pictures etc. to defame a person.

As against slander, libel is considered as the severer one and is of more serious consequences because the defamatory material is at hand to drag the defamer to the court of law.

False Idea:

A statement which is termed as defamatory should be false in its nature. If it's right and not false, then it can never be termed as defamation. Therefore, if in a court of law the defendant proves that whatever he made public about the plaintiff is absolutely true, he could no more be liable in the case of defamation.

Person:

A natural individual

Injury:

Harm

Society:

Any person other than the defamer and the person who is defamed or in short, third party member

2. INVASION OF PRIVACY:

a. Intrusion into a Person's Physical solitude:

This sheds light upon the fact that there are certain activities we engage in our solitude or loneliness. If a person infringes upon another person's such activities, he's invading upon that person's privacy.

b. Disclosure of private facts about an individual:

If some private facts shared by two individuals are disclosed by any one of person, it's invasion of privacy.

c. Using a person's name or identity for a commercial purpose without his permission:

We call it invasion of privacy when without the consent of a person, his name or identity is used.

d. Throwing false public light to a person unintentionally:

If unintentionally a person is exposed to public attention censure then the person responsible for it may have the court of law to answer to for invading upon the innocent's privacy.

3. FRAUD:

"Fraud is an intentional misrepresentation of facts with a view to induce the other to enter into a contract".

Essential Elements of a Fraud:

a. It must be intentional:

To do a fraud a person should willingly misrepresent a fact.

b. It must relate to a material fact:

It means that a fraud is always related to an important fact (A fact upon which a contract is made).

c. It must be given before the conclusion of the contract:

This signifies that a fraud is always done before the ending of a contract. After the end of the contract a fraud cannot be termed as a fraud even if it is a fraud. Therefore, making the person responsible for the fraud is not liable for any legal proceedings.

d. It must induce the other party:

A fraud is designed in a manner so as to compel the other party to engage in a contract.

e. It must be a statement of fact not a statement of opinion:

It means that it should base upon a concrete fact, which does not vary from person to person.

f. It must result in a loss to the aggrieved party:

It makes the point distinct that a fraud is always end in a financial loss to the victim.

4. MISC. AREAS:

a. Currency notes and Government papers etc:

A person who counterfeits currency notes, treasury bills or bonds may find himself in the court of law for a crime like that.

b. Copyright:

Theft of copyright material such as republishing a book without the consent of the publisher and reproduction of an authorized recorded tapes or CDs may cause a person liable to legal actions.

c. Pornographic material:

Any obscene material, which is against the morality

CHAPTER TWO
PROCESSES OF COMMUNICATION

After completing this unit, you will be able to:
- ✓ *Identify elements of communication.*
- ✓ *Understand the processes and steps of communication.*
- ✓ *Identify the barriers and road blocks of effective communication*

Introduction

Communication is a **process** of transmitting and receiving verbal and nonverbal message. Communication is considered effective when it achieves the desired reaction or response from the receiver.

As a process business Communication is the system by which a message goes to the sender from the receiver in an organized way. According to Mr. Kreitner, Business Communication process is a chain made up of identifiable links.

According to S.K. Kapur, "The Communication process is the method by which the sender transfers information and understanding to the receiver." so, we can define Business Communication as the method by which sender and receiver exchange necessary information.

Communication is a two way process of exchanging ideas or information. The process of communication has six components: sender/encoder, message, medium, receiver/decoder, and feedbacks.

2.1   Elements of Communication

Business communication has six components: sender/encoder, message, medium, receiver/decoder, and feedbacks.

1. Context

➢ Every message, whether oral or written, begins with context. Context is a broad field that includes country, culture, organization, and external and internal stimuli.

➢ Another aspect of context is the external stimuli

➢ Internal stimuli have effect on how you translate ideas into a message.

➤ Your attitudes, opinions, emotions, past experiences, likes and dislikes, education, job status and confidence

2. Sender / Encoder

Sender is the person who initiates the process of communication. He generates an idea in his mind regarding production invention, innovation, request, order, enquiry etc. So, he is the first factor of communication process and his function is to generate an idea. Therefore, it is necessary that the idea should be clear, and convertible into message. For this purpose, the sender needs to apply his knowledge and imaginative power.

➤ While sending a message, you are the "encoder", the writer or speaker, depending on whether your message is written or oral.

➤ express your message so that the receiver(s)

➤ react as you desire

➤ You decide which symbols best convey your message and which message channel will be most effective among the oral and written media (letter, memo, telephone, etc)

3. Message

The idea in the mind of sender is transformed into words that is called message. The sender decides on the length, style, organization and tone of the message. The message may be presented in many ways, depending on the subject, purpose, audience, personal style, mood and cultural background.

The message is the main idea that you wish to communicate; it is of both verbal (written or spoken) symbols and nonverbal (unspoken) symbols. First decide exactly what your message is. Also consider the receiver of your message.

4. Medium/Channel

The media of transmission of message are electronic media as T.V., radio, computer and print media as newspapers, letter, magazine etc. media play a very important role in helping the receiver's understand the message. A wrongly chosen medium can interrupt the process of communication; Selection of medium depends upon message, audience, urgency and situation.

➤ It means the way by which a message is communicated

➤ You can choose electronic mail, the printed word

➢ The choice of medium is affected by the relationship between the sender and the receiver.

5. Receiver / Decoder

Receiver is the person who gets the message from the sender, decodes it, understands it and interprets it.

➢ The receiver / decoder of your message are your reader or listener.

➢ influenced by nonverbal factors such as touch, taste, and smell

6. Feedback

Having understood the message, the receiver responds to the sender in yes or no or asks further questions. This process is called feedback.

➢ Feedback can be oral or written; it can also be an action, such as receiving in the mail an item you ordered. Sometimes silence is used as feedback, though it is not very useful. Senders need feedback in order to determine the success or failure of the communication.

The process of communication

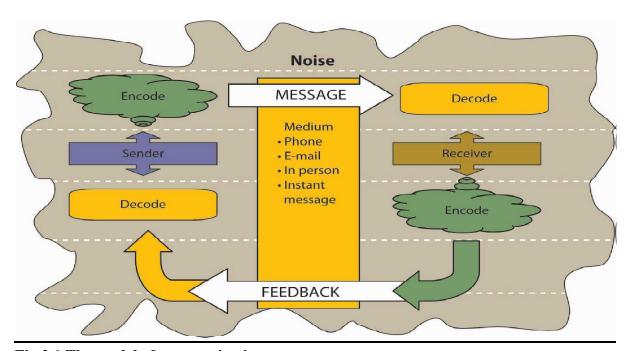Communication is a two way process of exchanging ideas or information.

Fig.2.1 The model of communication process

1. Sender's thoughts:-

The very first step in the process of communication is generation of thought in the sender's mind. These thoughts may be about a request, order, inquiry production or any other such activity.

2. Encoding / Message:-

The thought generated in the mind of sender is ambiguous and unable to be communicated unless it is put into a receivable form. This step is known as encoding where the sender converts his thought into a message by means of a language. For example, a sender thinks about having a job. Now, he will put his thought on a paper. That is called job application. In his way, his thought becomes a message.

3. Transmission through media:-

Once a thought is converted into message, it should be transmitted to the receiver through a suitable medium. This media might be electronic media as T.V., E-mail, radio etc. or it may be print media like newspaper, magazines, letters or merely sound that is transmitted through the medium of air.

4. Noise and Barriers:-

While transmitting the information to the receiver, the sender faces lots of barriers.

5. Decoding by Receiver:-

Having received the message from the sender, the receiver attempts to understand and interpret the message. This process of converting the language of message into thoughts is known as decoding. For instance, the receiver, having received job application, reads the application and understands the message conveyed by the applicant.

6. Idea Received:-

As soon as the process of decoding is finished, the idea given by the sender is received by the receiver. It means the thought that was generated in the mind of sender has been transmitted to the mind of receiver. In our example, the sender wanted to inform the receiver about his thought of having a job. Now the sender has got this idea.

7. Feed back: - Process of communication is incomplete until the receiver responds to the sender. This response may be negative, positive, or for further enquiry. It means when the

receiver of job application welcomes or regrets the sender, the process of communication is deemed to be complete.

2.3 Barriers to Communication

The noise and barriers of communication are explained as follows:

(i) **On sender's side: -** Noise and barriers may take place during the process of encoding. Some of them may be caused by distraction, lack of concentration, typing mistake, poor language etc.

(ii) **In the medium: -** Some barriers are caused by medium such as poor transmission on T.V. and radio misprinting in newspapers etc.

(iii) **On receiver's side: -** The receiver can also create certain barriers to the receiving of message such as poor reading ability, emotions, lack of concentration etc.

(iv) **Barriers Involving Values, Attitudes etc…**

A receiver's attitude toward a message can determine whether it is accepted or rejected. The effectiveness is influenced also by the values, attitudes, and opinions of the communicators. People react favorably when they receive agreeable message. Receivers' views of the information will affect their response. This response could be what the sender desires or just the opposite.

(v) **Barriers related to close mind:-** Some people hold rigid views on certain subjects. They maintain their rigid views regardless of the circumstances. Such a closed minded person is very difficult to communicate to.

(vi) **Barriers related to Abstracting**

Selecting some details and omitting others is a process called abstracting. On many occasions abstracting is necessary. However, you should be cautious about "slanted" statements. Differences in abstracting take place not only when persons describe events but also when they describe people and objects.

(vii) **Physical Barriers: -** Communication does not consist of words alone. Another set of barriers is caused by your own physical appearance, your audience, or the context of the document or the presentation. Your ideas, however good and however skillfully imparted, are at the mercy of various potential physical barriers.

CHAPTER THREE
PRINCIPLES OF EFFCTIVE COMMUNICATION

At the end of this unit, you will be able to:

- *Explain the basics of business communication principles*
- *Understand the principles of effective communication*

Introduction

To composed effective message you need to apply some specific principles. These principles the closely with the basic concepts of communication process and there are important for both written and oral communications .They provides guidelines for choice of content and style of presentation adapted to the purpose and receiver of your message called the seven "C'".

Principles of Business Communication there are some guidelines or principles that are to be considered and followed to make Communication effective. Among them seven are fundamental and relevant and these are clarity, completeness, conciseness, courtesy, correctness, consideration and concreteness. These principles are popularly known's as **7Cs of Business Communication**.

The 7 C's of effective communication, also known as the **seven principles of communication** are a useful way to ensure good **business communication**. The 7 C's of Effective Communication provide a useful a result of which both written and **verbal communication** pass off in a clear, simple, target group-oriented and well-structured manner.

The **7 C's of Communication** is a checklist that helps to improve the professional communication skills and increases the chance that the message will be understood in exactly the same way as it was intended.

We, as communicators must keep these seven principles in mind to make Business Communication successful.

Remind: - There are 7 C's of effective communication which are applicable to both written as well as oral communication.

3.1 THE SEVEN C's IN BUSINESS COMMUNICATION

1. CORRECTNESS:

Normally it is assumed that correctness only refers to spelling, punctuation and grammar etc. but business Communication is something more than that.

The fact of the message might be in correct language. Any incorrect or partial Business Communication or message may lead the receiver misinterpret the message. Before transmitting any message, the transmitter might be sure that it contains correct facts, it is transmitted at the correct time and it is of correct style. Any mistake in the subject matter of Business Communication not only creates confusion in the mind of the receiver but also in signifies the **objectives of Business Communication**. In fact, you should not send any message unless you are absolutely sure of its correctness and if you are not sure about it, you should verify it immediately.

Following guideline should be considered for achieving correctness.

(a) Use the correct level of language

(b) Include only accurate facts and figures

(c) Maintain acceptable writing mechanics/techniques

(a) Use the Correct Level of Language:

There are usually three levels of language that is formal, informal and sub-standard. Sub standard level of language is the language of business letters, memos and reports. Formal language is used for writing research papers and legal documents etc. Informal level of language is not used in any type of communication because it either refers to the street language or unacceptable language.

For example:-

Incorrect: We thank you in anticipation of this courtesy and assure you that it will be a pleasure to serve you in similar manners.

Correct: I will appreciate your helping us. Let me know when I can return the favor.

(b) Include Only Accurate Facts and Figures:

The writer of a business message should specifically be careful when he/she is quoting any fact or figure. The situation is more critical when the reader acceptance on the accuracy of facts and figures. An incorrect figure may lead even to the loss of customer, because customer might feel that he/she is not dealing with business on such like business owner people.

For example: - If a bank manager provides a wrong balance figure to his/her account holder, the result might be unsuccessful for the bank.

(c) Maintain Acceptable Writing Mechanics:

Writing mechanics include a number of considerations. For instance, use of grammar rules, sentences structure, composition, punctuation, spelling and all other considerations.

For example: - For writing business letter, the writer must consider the letter writing style with writing principles.

For correctness, keep the following suggestions in your mind:

- *Check your message or writing from grammatical and linguistic viewpoints*
- *Use none discriminatory words like chair person instead of chair man, police officer, sales person, camera operator instead of sexist words*
- *Check accuracy of figures, facts and words*
- *Send your message at the correct time*
- *Send your message in the correct style.*

2. CONCISENESS:

Briefness in expression effectively wins the attention of the reader. A message should be as long or as short as is necessary to tell the story effectively. A message must include everything necessary and at the same time exclude anything unnecessary. Sometimes a two page message may seem short, while a ten line message may seem too long. Therefore, conciseness is a prime requirement.

Discussion Point

How a two page message may seem short, while a ten line message may seem too long?

Following points should be considered for achieving conciseness.

(a) Omitting trite expressions.

(b) Avoid unnecessary repetition.

(c) Include relevant facts.

(a) Omitting Trite Expressions:

Trite expressions are also called stereo typed expressions. They are usually longer and relatively meaningless because of over use.

For Example:

Trite: In accordance with your request of recent date, we are enclosing herewith our cashier's check in the amount of Birr 20,000, representing a withdrawal of said saving A/c. No. 3595.

Improved: According to your request of April 25, check of birr 20,000 is enclosed.

(b) Avoid Unnecessary Repetition:

Skillful business writers avoid unnecessary repetition by rewording their message and trying to reduce it by almost 50%. In other words first draft of the message is never final and it always requires a second reworded reduced draft before dispatched to the receiver.

For Example:

Wordy: I have your letter of October 14 and wish to say that we will be glad to give you a refund for shirt you purchased here last week.

Improved: You can avail refund for the shirt you purchased last week.

(c) Include Only Relevant Facts:

Relevant facts refer to those necessary facts which should be present and should never be compromised for achieving conciseness.

The following four rules may help to achieve conciseness in the message:

- *Include only relevant facts*
- *Avoid repetition*
- *Avoid trite and wordy expression*
- *Organize the message well*

3. CLARITY:

Clarity refers to a clear understanding of the message by the receiver. In other words the receiver should not face any problem in getting the meaning of the message.

In Written Business Communication the clarity of thought and the clarity of expression are of two important things. It is also important in oral and non-verbal messages.

The clarity could be achieved by the following techniques.

(a) Choose words that are short, familiar and conversational.

(b) Construct effective sentences and paragraphs.

(c) Achieve appropriate readability.

(d) Include examples, illustrations etc.

(a) Choose Words that are Short, Familiar and Conversational:

The vocabulary of English language is so rich that a number of words are possible for a single occasion. In today's business English, analysts suggest that it's better to use such words in business writing, which are normally used in day to day conversation. Therefore, it is always better to avoid difficult and high sounding words.

For Example:

The bank statement shows an Overdraft of birr 10,000. **(Clarity level is poor)**

The bank statement shows an excess withdrawal of birr 10,000. **(Clarity level is good)**

(b) Construct Effective Sentences and Paragraphs:

(c) Achieve appropriate Readability:

For achieving readability 'FOGINDEX' is calculated. The calculation is given below.

Formula:

Word Count	110	
No. of sentences	7	
Average sentence length (110 ÷ 7)	**15.7**	→ **(a)**
Hard Words	13	
% age of hard words (13 ÷ 110 x 100)	**11.8**	→ **(b)**
Total of 'a' and 'b'	27.5	
Multiplier (27.5 x 0.4)	0.4	
FOG INDEX	**11**	

If the answer of Fog Index ranges between 10 and15, this means the message is readable by a person having average educational background. If the answer exceeds the mark of 15, this means to understand the message, some higher educational qualification is required.

(d) Include Examples, Illustrations etc.:

Examples and illustrations work as supplementary tools for the writer. Examples help the reader to understand meaning of the message.

Remind: - For clarity, the following guidelines can be followed:

- *Select short, familiar and easy words*
- *Avoid ambiguous words and jargons*
- *Use short and effective sentence and paragraphs*
- *Avoid excessive use of infinitive*
- *Put appropriate examples, illustration and visual aids where applicable*

4. COMPLETENESS:

Completeness of facts is vitally necessary in *Business Communication*. Incomplete communication can irritate the reader and it can also lead the receiver to misinterpret the message. So, a message should be organized in such a way that the receiver can understand its meaning easily and properly.

Following points are considered for the 'C' of completeness.

(a) Answer all questions asked.

(b) Give something extra. When desirable

(c) Check for five W's.

(a) Answer all Questions Asked:

If in the product related inquiry the prospective customer has asked four questions, it is much necessary to answer all the four questions. Even if a single question is missed and not answered, the inquirer is having all the reasons to believe that the person giving reply is a careless person or he/she is not interested in answering the questions or there is something wrong which he/she is willing to hide.

(b) Give Something Extra When Desirable:

Normally a good marketing technique applied by managers is to offer something extra apart from original questions asked. This something extra may be the point of sale for the producer because customer would like to buy from such a manufacturer who is offering something extra, which others are not offering.

(c) Check for 5 W's:

Five W's to Who, What, When, Where and Why.

For example: - To order merchandise, we should make clear: - **What** we want? **When** we need it? **Where** it is to be sent? **How** the payment will be needed?

Remind: - The sender of a message must be aware of 5Ws:

- *Who is the receiver of the message?*
- *What does the message contain?*
- *Where the receiver is to be reached?*
- *When the receiver is to be reached?*
- *Why the sender is sending the message?*

5. CONCRETENESS:

Concreteness means being specific, definite and vibrant message rather than vague and general. The message must be concrete or exact so that the receiver can read it easily or hear clearly. Concreteness adds conviction to the message. It is easy for the reader to believe on concrete messages. Concreteness also increases credibility of the sender of message.

Following points should be considered for achieving concreteness.

(a) Use specific facts and figures.

(b) Put action in the verb.

(c) Choose vibrant image building words.

(a) Use Specific Facts and Figures:

Use of fact and figures play a vital role especially when describing a product or service.

For Example:

General: These brakes stop car within short distance.

Specific: The hydraulic pressure brakes stop a car with a distance of two feet as soon as they are applied.

(b) Put Action in the Verb:

The basic function of the verb is to describe action of a noun or pronoun. Therefore, should be taken that the action should always be represented by verb and an action is found in a noun, it should be converted into verb.

For Example:

Noun: They held meeting in the office.

Verb: They meet in the office.

(c) Choose vibrant Image Building Words:

Vibrant image building words are generally used for creating an impression upon the reader, so that the reader should start building an image of the product or service in his/her mind. Such words are used in sales and sales promotion letters.

For Example: This is a very good computer. That is 800 MHz processor speed, 20GB HD, 64MB RAM and Intel genuine processor.

Remind: - The following guidelines can help writing concrete message:

- *Use specific facts and figures*
- *Use action or active verb*
- *Select vivid, lively and handsome words*
- *Tell exactly what you want to tell*
- *Avoid irrelevant information*

6. CONSIDERATION:

Consideration means preparing every message keeping the receiver in mind. While encoding the message the sender should try to put himself/herself in the place of the receiver. Or it refers to giving importance to the other person whether he/she is a reader audience, viewer or listener.

For achieving consideration following points are considered.

(a) You attitude

(b) Show readers interest

(c) Apply integrity in the message

(d) Emphasize the positive

(a) You Attitude:

You attitude means writing a business message from the point of view of the customer or at least showing that the customer is very important.

For Example:

I - Attitude: We allow 5% discount on Cash Payment.

You - Attitude: You can enjoy 5% discount on Cash Payment.

(b) Show Readers Interest:

People are basically selfish in their nature. They are only interested in themselves and they always look for some material benefit. Therefore business messages should always be drafted in such a manner to offer something to the customer, which is of interest for him/her.

Mind it customers are not interested in the producer or service provider. Their focus of concentration is their own self. A customer will be a loyal customer, if he/she is obtaining some benefit on a regular basis.

(c) Apply Integrity in the Message:

Integrity refers to character in the business message. This would come by being honest and truthful with the customer. Never make such a promise, which can be fulfilled never give false hopes to the customer and also never bluff the customer.

(d) Emphasize the Positive:

Most of the statements even in business messages could be written from angles. One is the positive angle and the other is the negative one. It is always better to highlight positively rather than negatively.

For Example:

Negative: We do not refund if the refund item is soiled and unsalable.

Positive: We do refund if the returned item is clean and saleable.

Remind: - Follow the rules mentioned below to ensure consideration to your audience:

- *Use "You view point" instead of "I" or "We of point"*
- *Avoid insensitive you like, you have failed to*
- *Show reader benefit or interest*
- *Emphasize on positive, pleasant facts*
- *Write only what you honestly feel to be correct*

7. COURTESY:

While communicating, we must create friendliness with all those to whom we send message. Friendliness is inseparable from courtesy and Courtesy demands a considerate and friendly behavior toward others.

Because

There is a popular proverb regarding courtesy "Courtesy costs nothing but wins everything"

Surviving in today's business world requires courtesy on the part of producer or seller. A rude producer or service provider cannot succeed in the buyer's market. That is why famous slogan of 'Customer is always right' invented.

To achieve courtesy following points should be considered.

(a) Be tactful.

(b) Omit expressions that can irritate.

(c) Answer/mail promptly.

(d) Grant and apologize.

(a) Be Tactful:

Tact means handling customer with a right technique. Otherwise, if customers are not handled properly, business may suffer.

For Example:

Tactless: Your letter is not complete I cannot understand it.

Tactful: If I understand your letter correctly, you want to say that…….

(b) Omit Expressions that Can Irritate:

Irritating expressions are disliked by all and customers are not any exception.

For Example:

(i) You have failed

(ii) You have no choice

(iii) You neglect

(iv) You claim that

(c) Answer / Mail Promptly:

It is a matter of business courtesy that all mails should be answered promptly. A late reply may give an impression that the manufacturer is not interested in the customer.

(d) Grand and Apologize:

It is always advisable to give some favor to the customer if he asked for it, and if some mistake is committed, it is better to apologize.

Remind: - The communicating parties should always keep this in mind. The following principles may help to promote courtesy:

- *Answer the message promptly*
- *Omit irritating expressions*
- *Apologize sincerely for an omission or mistake*
- *Thank generously for a favor*

CHAPTER FOUR
TYPES AND MODELS OF BUSINESS COMMUNICATION

Learning Objective

After completing this unit you will be able to:-

✓ *Know the ways of internal and external communication*

✓ *Identify different types of communication.*

✓ *Explain forms of communication*

4.1 Internal & external Communication

4.1.1 Internal Communication

What is an Internal Communication?

According to Lesiker and Pettit, "Internal communication consists of the structured communication within the organization that directly relates to achieving the organization's work goal."

According to Bovee and others, "Internal communication is the exchange of message among organizational members."

According to S. P. Arora, "Information exchanged among executives, officials and employees of a same organization is known as internal communication."

So, internal communication is the process of exchanging information among the people of different level or internal participants within the same organization.

Effective internal communication function can boost morale, help create happier employees who are more productive, and allow management to develop ambassadors of the corporation and its brands. Through the use of digital and social media, companies have found ways to enhance communications with employees and create a two-way dialog rather than the more traditional top-down communications in which senior management simply tells everyone what to do.

Nature of internal communication

Some important natures of internal communication are as follows:

1. **Direction**: There are some special directions of internal communication which are: (a) <u>Downward</u> (high superior to subordinates) (b) <u>Upward</u> (subordinates to superiors) (c) Horizontal (officials to officials of same rank).

2. **Formality**: Internal communication follows proper formalities as well as informal channels.

3. **Specific purpose**: The purpose of internal communication is to ensure effective and efficient management as well as smooth operations of the concern.

4. **Frequency**: One of the important features of **internal communication** is frequency of occurrence. It is associated with same day-to-day operations. The nature of information of internal communication is almost same in respect of everyday activities.

5. **Scope**: The scope of internal communication is limited. Because, internal communication cannot take the form of mass communication as it is confined within the same organization.

4.1.2 <u>External communication</u>

What is External Communication?

It is a transmission of information between a business and another person or entity in the company's external environment. Or

The communication that is occurred among the organizations is called the external communication. Every organization is required to maintain a relation with other organizations or people with a view to achieving goals. So, when a business organization exchanges information with other business organizations, government offices, banks, insurance companies, customers, suppliers, leaders and general people and so on, it is known as <u>external communication</u>.

Communication that takes place outside the organization is called **external communication**. The letter, proposal, pamphlets, annual report for external body, telephone call, or personal

conversation, interviews with the news media etc… those are some ways of external communication.

Effective external communication can create a desire for a firm's product or services, encourage collections, motivate performance, and in general, create goodwill.
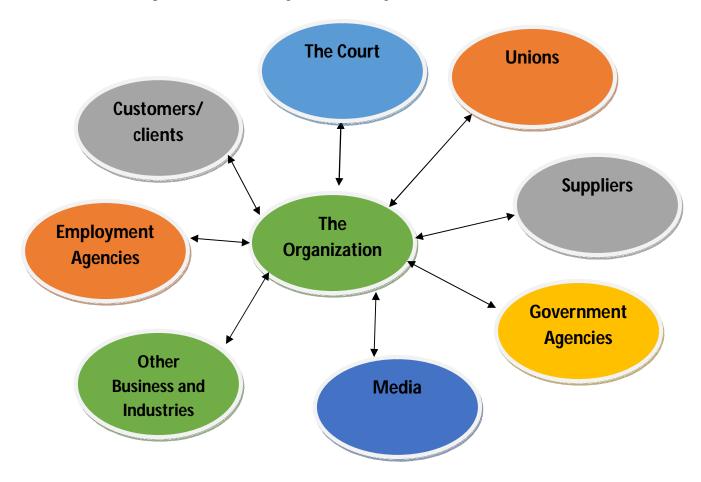

Fig.4.1 Aspects of External Communication

Generally from fig. 4.1 above you can see that, the organization can make external communication with several and different external bodies according to the organization external relation rules and regulations.

The objective of external communication

The objectives of an ideal external communication are as follows:

1. **Community relations**: Every business organization has to maintain a relation with the common people of the society so as to achieve the <u>organizational goals</u>. External communication helps to keep a link with the people.

2. **Collection of information**: The main objective of external communication is to collect the information from outside the organization.

3. **Contracts with customers**: Every organization should know the taste, liking and disliking of its customers to increase the sale of its products or services. So, external communication is necessary to contract with customers.

4. **Relations with suppliers**: Every organization has many suppliers form that it collects raw material or finished goods to run the business. So there must be a good relation between the firm and its suppliers.

5. **Relation with financial institutions**: One of the most important objectives of external communication is to keep a link with banks, insurance and other financial institutions.

6. **Relation with government**: Every organization should obey the rules and regulations of the government. So, through external communication it can keep the relation with government <u>agencies</u>.

7. **Shareholder relation**: Shareholders are the owners of the company. The board of directors is liable to inform all the business affairs to the shareholders. External communication is a must in this regard.

8. **Others**: (a) to keep the relation with regulatory bodies (b) To keep the images of the company (c) To keep the international relations etc.

The Differences between Internal and External Communication

The differences between internal and external communication can be drawn clearly on the following grounds:

1. Internal Communication refers to the communication which takes place among the participants within the business organization. On the contrary, external communication is a communication that occurs between the organization and other individuals, groups or organizations.

2. Internal communication can be formal or informal but external communication is mostly formal and highly documented.

3. Internal communication aims at transmission of information between various business units and departments. Conversely, external communication focuses on maintaining relationship or exchanging information with the parties external to the business.

4. The participants of internal communication are employees and the company's management. As against this, the parties to external communication include customers, shareholders, investors, clients, general public, suppliers, creditors, etc.

5. Both internal and external communications are regular but the frequency of internal communication is relatively higher than that of external communication.

6. Internal communication flows within the organization, whereas the external communication flows in the vast business environment.

4.2 Types of Communication

For Brain Storming

What is a formal flow of communication?

_____

_____

_____

_____

_____

The formal communication network information follows the official chain of command according to organizational structure.
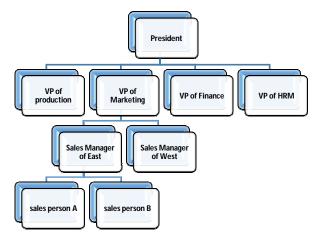

Fig. 4.2 Formal flow of Communication

According to fig.4.2 above, when the president office send new production standard document to VP of production, this kind of formal communication called downward communication.

When the VP of production unit is send monthly report to president office. Such communication called upward communication. And also when the VP of human resource department is communicates with VP of finance about employee salary range and this type of communication was called horizontal or lateral communication.

The messages which are circulating on regulated, preset channels, of an organization are creating the formal communication. The content of the communication is related to the organization's activity, to the work and to anything which is related to those. The formal communication can consist in verbal messages, nonverbal messages, written, under the shape of letters, telephone messages, radio messages, and printed internal notes. Even some gestures can consist in formal communication. The messages are transmitted by the authorized ones: on official channels, these arrive to the ones who need to react, to people or machines which need to know the content of these messages.

Usually, all formal communications are recorded and kept in the organization's evidence. Are retained copies of these by the transmitter, by the receiver, by all of the desks from the organization which need to know and keep the information?

Examples of formal communications are given by work commands, reports and financial evidence, reports over sells / inventory, statements referring to the company's policies, post descriptions, etc.

The formal communication network is formed out of formal channels, created by setting a formal system of responsibilities according to the hierarchical structure of the organization. The perfect network is the one which contains communication channel from bottom up, downwards and horizontally. Often the direction of horizontal communication is missing or it is inefficient and in this way the accuracy of the information decreases. The situation is appearing because of the lack of permanent circulation of the information between departments, although this is vital for the organization in conditions of existent competition, or the lack of specialists in organizational communication.

Remind:-

❖ A formal communication channel transmits information such as the goals, policies and procedures of an organization. Messages in this type of communication channel follow a chain of command. This means information flows from a manager to his subordinates and they in turn pass on the information to the next level of staff.

❖ An example of a formal communication channel is a company's newsletter, which gives employees as well as the clients a clear idea of a company's goals and vision. It also includes the transfer of information with regard to memoranda, reports, directions, and scheduled meetings in the chain of command.

❖ A business plan, customer satisfaction survey, annual reports, employer's manual, review meetings are all formal communication channels.

In an organization, there are four types of communication. Such as:-

1. Downward communication
2. Upward communication
3. Horizontal /Lateral communication and
4. Diagonal communication
5. Informal communication
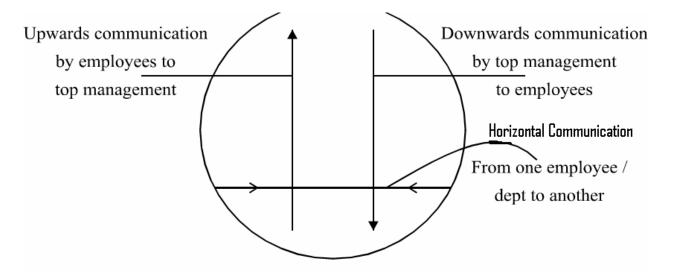6. Non- verbal communication

Fig. 4.3 Formal flow of communication entire organization

a. Down Ward Communication

Communication that flows from a higher level in an organization to a lower level is a downward communication. In other words, communication from superiors to subordinates in a chain of command is called a downward communication. This communication flow is used by the managers to transmit work related information to the employees at lower levels. Employees require this information for performing their jobs and for meeting the expectations of their managers.

Downward communication is used by the managers for the following purposes:-

➢ Providing feedback on employees' performance.

➢ Giving job instructions.

➢ Providing a complete understanding of the employees' job as well as to communicate them how their job is related to other jobs in the organization.

➢ Communicating the organization's mission and vision to the employees.

➢ Highlighting the areas of attention.

Organizational publications, circulars, letter to employees, group meetings etc are all examples of downward communication.

In order to have effective and error-free downward communication, managers must:

➢ Specify communication objective.

➢ Ensure that the message is accurate, specific and unmistakable.

➢ Utilize the best communication technique to convey the message to the receiver in right form.

b. Upward Communication

Communication that flows to a higher level in an organization is called upward communication. It provides feedback on how well the organization is functioning. The subordinates use upward communication to convey their problems and performances to their superiors.

The subordinates also use upward communication to tell how well they have understood the downward communication. It can also be used by the employees to share their views and ideas and to participate in the decision-making process.

Upward communication leads to a more committed and loyal workforce in an organization because the employees are given a chance to raise and speak dissatisfaction issues to the higher levels. The managers get to know about the employees' feelings towards their jobs, peers, supervisor and organization in general. Managers can thus accordingly take actions for improving things.

Complaint and Suggestion Box, Job Satisfaction surveys etc all help in improving upward communication. Other examples of Upward Communication are performance reports made by low level management for reviewing by higher level management, employee attitude surveys, letters from employees, employee-manager discussions etc.

c. Horizontal Communication

Communication that takes place at same levels of hierarchy in an organization is called lateral communication, i.e., communication between peers, between managers at same levels or between any horizontally equivalent organizational members. The advantages of horizontal communication are as follows:

➢ It is time saving.

➢ It facilitates co-ordination of the task.

➢ It facilitates co-operation among team members.

➢ It provides emotional and social assistance to the organizational members.

➢ It helps in solving various organizational problems.

➢ It is a means of information sharing.

➢ It can also be used for resolving conflicts of a department with other department or conflicts within a department.

d. Diagonal Communication or crosswise communication

Communication that takes place between a manager and employees of other workgroups is called diagonal communication. It generally does not appear on organizational chart. For instance - To design a training module a training manager interacts with Operations personnel to enquire about the way they perform their task.

For example: - The Accounts people of an organization visiting different employees in various departments for their auditing, bonus for workers etc. such kinds of communication fall under diagonal communication.

e. Informal Communication

Informal communication arises out of all those channels that fall outside the formal channels and it is also known as grapevine. It is established around the societal affiliation of members of the organization. Informal communication does not follow authority lines as in the case of formal communication.

Informal communication takes place due to the individual needs of the members of an organization and exists in every organization. Normally, such communication is oral and may be expressed even by simple glance, sign or silence. Informal communication, is implicit, spontaneous multidimensional and diverse. It often works in group of people, i.e. when one person has some information of interest; he passes it on to his informal group and so on.

An organization can make efficient use of informal channels to fortify the formal channels of communication. It acts as a valuable purpose in expressing certain information that cannot be channeled via the official channels. It satisfies the people desires to identify what is happening in the organization and offers an opportunity to express dreads, worries and complaints. Informal communication also facilitates to ameliorate managerial decisions as more people are involved in the process of decision-making.

In spite on many advantages, informal communication has certain disadvantages. Informal
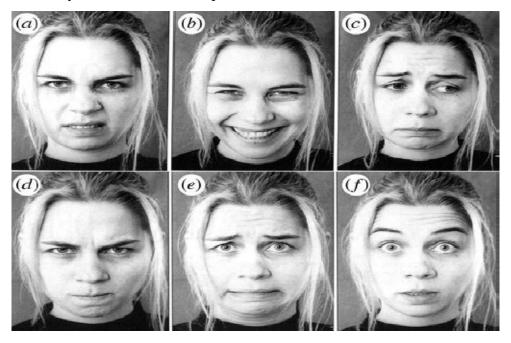
communication contains facts, deceptions, rumors and unclear data. The informal channels of communication may transmit completely imprecise information that may harm rather than help an organization. In addition, it is impossible to fix the responsibility for its origin or flow of information. However, for the efficient working of any organization both formal and informal communications are required.

An example of an informal communication channel is lunchtime at the organization's cafeteria/canteen. Here, in a relaxed atmosphere, discussions among employees are encouraged. Also managers walking around, adopting a hands-on approach to handling employee queries is an example of an informal communication channel. Quality circles, team work, different training programs are outside of the chain of command and so, fall under the category of informal communication channels.

f. Non- verbal communication

For brainstorming

What do you observe from this picture?

a._____

b._____

C._____

d._____

e._____

f._____

Nonverbal communication consists of that part of a message that is not encoded in words. The nonverbal part of the message tends to be less conscious and often reveals the sender's feelings and preferences more spontaneously and honestly than the verbal part. If the verbal message does not match the nonverbal communication, people tend to believe the nonverbal message.

Four types of nonverbal messages

1. Personal (to the individual)

2. Common to a group of people or culture

3. Universal (to humankind)

4. Unrelated to the message (random)

The Four types of nonverbal messages

1. **Personal Nonverbal communication** involves kinds of nonverbal behavior that are unique to one person. The meaning is also unique to the person sending the message. For example, someone may work while talking; another person may work in silence. One person may laugh due to nervousness or fear, while another may cry.

2. **Cultural nonverbal communication**, by contrast, is characteristics of, or common to, a group of people. It is learned unconsciously by observing others in the society group. In Aboriginal culture, for example, eye contact is less acceptable than it is European culture.

3. **Universal nonverbal communication** is behavior that is common to humankind. It shows happiness, sadness or deep-seated feelings – for example, a smile or tears.

4. **Unrelated nonverbal communication**, such as a sneeze, is unrelated to the verbal message. It can distract from the verbal message, but has little effect on the meaning of the verbal part of the message.

4.3 Forms of Communication

There are two forms of communication. Those are verbal and non verbal communication.

A. Verbal Communication

Verbal communication stands for both the spoken and written word used in the communication process. It can be further divided into oral and written communication.

    i.   Oral communication: a face-to-face interaction between the sender and receiver. Presentations, meetings, seminars are part of oral communication. Telephonic communication can also be included in this category.

    ii.   Written communication: sender uses the written mode to transmit his messages. Reports, letters, memos, e-mails come under this category.

Verbal Communications as a Process

Communication is an ongoing process involving an exchange of information and meanings between senders and receivers, both knowingly and unknowingly; you are simultaneously sending and receiving messages and also communicating internally.

1. The Importance of Verbal Communication cannot be overstated; it is critical for success in any organization. Important communication outcomes include:

a. Influencing task performance is important because it encourages employees to complete tasks that lead to meeting organizational goals.

b. Linking plans and actions is done by connecting the "talking about" and "doing" stages within the organization.

c. Making effective decisions is much more likely when relevant information is communicated clearly to all involved.

d. Enhancing effective working relationships is done by helping people relate with others; communication enables them to resolve conflicts productively.

e. Sharing emotions is done through verbal (and nonverbal) communication.

f. Fulfilling social need for belonging is inherent in people; communication allows them to share their likes and dislikes with one another.

g. Providing training aids to what employees are to do requires clear and complete communication.

h. Assisting in problem-solving for work groups is accomplished through effective group communication.

2. Sharing and Transmitting Information in a manner that you feel the receiver will understand is critical; transmission without understanding is not communication.

   a. The Intended meaning of the message should be the same as the perceived meaning. Culture and previous experience play a role in the way we attach meaning to words.

   b. Transmission of information is done knowingly and unknowingly; how something is said is as important as what is said. The receiver can become confused if the two don't send the same message.

   c. Response of the receiver is called feedback; tells the sender a lot about the receipt of the message.

B. Non-Verbal Communication

How Do Our Bodies Talk?

"Most people do not know what they are doing with their bodies when they are talking and no one tells them." (EKMAN &FRIESEN, 1968)

WHAT IS NONVERBAL COMMUNICATION (NVC)?

Traditional studies of communication have focused almost exclusively on the verbal forms of the discourse. From the first encounter to their separation, two people examine each other with all their senses and exchange verbal and non-verbal messages. Non-verbal communication (NVC) clearly plays an important role in human interaction.

"Non-verbal communication involves all those stimuli within a communication setting, both humanely generated and environmentally generated, with the exception of verbal stimuli, that have potential message value for the sender or receiver" (SAMOVAR et al; 1993)

"Non-verbal communication is those attributes or actions of humans, other than the use of words themselves, which have socially shared meaning, are intentionally sent or interpreted as intentional, are consciously sent or consciously received, and have the potential for feedback from the receiver" (BURGOON,J.K.; SAINE,T.J, 1978)

Nonverbal communication consists of that part of a message that is not encoded in words. The nonverbal part of the message tends to be less conscious and often reveals the sender's feelings and preferences more spontaneously and honestly than the verbal part.

Four types of nonverbal messages

1. Personal (to the individual)

2. Common to a group of people or culture

3. Universal (to humankind)

4. Unrelated to the message (random)

Personal Nonverbal communication involves kinds of nonverbal behavior that are unique to one person.

The meaning is also unique to the person sending the message. For example, someone may work while talking; another person may work in silence. One person may laugh due to nervousness or fear, while another may cry.

Cultural nonverbal communication, by contrast, is characteristics of, or common to, a group of people. It is learned unconsciously by observing others in the society group. In Aboriginal culture, for example, eye contact is less acceptable than it is European culture.

Universal nonverbal communication is behavior that is common to humankind. It shows happiness, sadness or deep-seated feelings – for example, a smile or tears.

Unrelated nonverbal communication, such as a sneeze, is unrelated to the verbal message. It can distract from the verbal message, but has little effect on the meaning of the verbal part of the message.

Remind: - The following are the widely recognized sub-codes of non-verbal communication.

- facial expression
- eye contact and gaze (pupil dilatation)

- gestures
- posture
- bodily contact (touch)
- spatial behavior
- clothes and other aspects of appearance
- non-verbal vocalizations
- Smell etc…

The role of non-verbal communication in human interaction may be summarized as follows:

- Intentionally or unintentionally, consciously or unconsciously, people send and receive non-verbal messages.
- We make important decisions and judgments about people and situations based on these messages.
- People's emotional state is best communicated through their non-verbal messages.
- We make judgments about the verbal messages in light of accompanying non-verbal cues.
- We use the non-verbal elements to present ourselves to people and to alter their thinking and behavior.
- NVC has a major role in facilitating cross-cultural interaction.

Principles of Nonverbal Communication

- supplements or replaces verbal communication
- regulates interaction
- establishes relationship-level meanings
- (responsiveness, liking, power)
- reflects & expresses cultural value

Guidelines for Improvement of your Nonverbal Communication Skills

- Self-awareness
    - Being aware of the ways in which you communicate, and realizing different people have different ways of using nonverbal communication
    - monitor behavior, take note of your posture, movements, and objects
    - ask friends for feedback
    - videotape yourself in a conversation or speech

- Expand your range of nonverbal activities
    - by expanding your own vocabulary for sending messages, you will expand your ability to decode the messages of others

- Remember that good communication focuses on the receiver of the message

- You can send appropriate signals to amplify or intensify your verbal messages

CHAPTER FIVE
INTERNATIONAL AND INTER-CULTURAL BUSINESS COMMUNICATION

After completing this unit you will be able to:-

- *Understand the concept of international business communication.*
- *Explain intercultural business communication.*

5.1. International Business Communication

Introduction

The challenge for multinational communication has never been greater. Worldwide business organizations have discovered that intercultural communication is a subject of importance—not just because of increased globalization, but also because their domestic workforce is growing more and more diverse, ethnically and culturally.

We are all individuals, and no two people belonging to the same culture are guaranteed to respond in exactly the same way. However, generalizations are valid to the extent that they provide clues on what you will most likely encounter when dealing with members of a particular culture.

Communication, both oral and written, linked communities in ways that we failed to recognize until economic turmoil in one place led to job loss, in a matter of days or minutes, thousands of miles away. A system of trade and the circulation of capital and goods that once flowed relatively seamlessly have been challenged by change, misunderstanding, and conflict. People learn of political, economic, and military turmoil that is instantly translated into multiple market impacts. Integrated markets and global networks bind us together in ways we are just now learning to appreciate, anticipate, and understand. Intercultural and international communication is critical areas of study with readily apparent, real-world consequences

Activity

What is international communication?

International communication can be defined as communication between nations, but we recognize that nations do not exist independent of people. International communication is typically government to government or, more accurately, governmental representatives to governmental representatives. It often involves topics and issues that relate to the nations as entities, broad issues of trade, and conflict resolution. People use political, legal, and economic systems to guide and regulate behavior, and diverse cultural viewpoints necessarily give rise to many variations. Ethical systems also guide behavior, but often in less formal, institutional ways. Together these areas form much of the basis of international communication, and warrant closer examination.

International or transnational communication is the communication practice that occurs across international borders. The need for international communication was due to the increasing effects and influences of globalization.

Due to the increasingly globalized market, employees who possess the ability to effectively communicate across cultures are in high demand. International communication "encompasses political, economic, social, cultural and military concerns.

5.1.1 International communication and culture

All international communication is influenced by cultural differences. Even the choice of communication medium can have cultural overtones. The determining factor may not be the degree of industrialization, but rather whether the country falls into a *high-context* or *low-context culture*.

High-context cultures (Mediterranean, Slav, Central European, Latin American, African, Arab, Asian, American-Indian) leave much of the message unspecified, to be understood through context, nonverbal cues, and between-the-lines interpretation of what is actually said. By contrast, low-context cultures (most Germanic and English-speaking countries) expect messages to be explicit and specific.

Some cultures think of time sequentially, as a linear commodity to "spend," "save," or "waste." Other cultures view time synchronically, as a constant flow to be experienced in the moment, and as a force that cannot be contained or controlled.

In *sequential cultures* (like North American, English, German, Swedish, and Dutch), businesspeople give full attention to one agenda item after another.

In *synchronic cultures* (including South America, southern Europe and Asia) the flow of time is viewed as a sort of circle, with the past, present, and future all interrelated. This viewpoint influences how organizations in those cultures approach deadlines, strategic thinking, investments, developing talent from within, and the concept of "long-term" planning.

Orientation to the past, present, and future is another aspect of time in which cultures differ. Americans believe that the individual can influence the future by personal effort, but since there are too many variables in the distant future, we favor a short-term view. Synchronistic cultures' context is to understand the present and prepare for the future. Any important relationship is a durable bond that goes back and forward in time, and it is often viewed as grossly disloyal *not* to favor friends and relatives in business dealings.

In international business practices, reason and emotion both play a role. Which of these dominates depends upon whether we are *affective* (readily showing emotions) or emotionally *neutral* in our approach. Members of neutral cultures do not telegraph their feelings, but keep them carefully controlled and subdued. In cultures with high affect, people show their feelings plainly by laughing, smiling, grimacing, scowling, and sometimes crying, shouting, or walking out of the room.

This doesn't mean that people in neutral cultures are cold or unfeeling, but in the course of normal business activities, neutral cultures are more careful to monitor the amount of emotion they display. Emotional reactions were found to be least acceptable in Japan, Indonesia, the U.K., Norway, and the Netherlands and most accepted in Italy, France, the U.S., and Singapore.

Reason and emotion are part of all human communication. When expressing ourselves, we look to others for confirmation of our ideas and feelings. If our approach is highly emotional, we are seeking a direct emotional response: "I feel the same way." If our approach is highly neutral, we want an indirect response: "I agree with your thoughts on this."

It's easy for people from neutral cultures to sympathize with the Dutch manager and his frustration over trying to reason with "that excitable Italian." After all, an idea either works or it doesn't work, and the way to test the validity of an idea is through trial and observation. That just

makes sense—doesn't it? Well, not necessarily to the Italian who felt the issue was deeply personal and who viewed any "rational argument" as totally irrelevant!

When it comes to communication, what's proper and correct in one culture may be ineffective or even offensive in another. In reality, no culture is right or wrong, better or worse—just different.

In today's global business community, there is no single best approach to communicating with one another. The key to cross-cultural success is to develop an understanding of, and a deep respect for, the differences.

5.2. Inter-cultural Business Communication

Introduction

Many businesses today operate on a global scale, and our culturally diverse workforce is made up of people from different countries, ethnic backgrounds, races, religion and family structure. If you are to communicate effectively with all these different people, it is important to keep an open mind and try to learn as much as possible about their various cultures, and be sensitive to them.

Communicating across cultures is challenging. Each culture has set rules that its members take for granted. Few of us are aware of our own cultural biases because cultural imprinting is begun at a very early age. And while some of a culture's knowledge, rules, beliefs, values, phobias, and anxieties are taught explicitly, most of the information is absorbed subconsciously.

Global business is more than trade between companies located in distinct countries; indeed, that concept is already outdated. Intercultural and international business focuses less on the borders that separate people and more on the communication that brings them together. Business communication values clear, concise interaction that promotes efficiency and effectiveness

For brain storming

What is culture?

Culture is a shared system of beliefs, attitudes, values, expectations and norms of behavior. Members of a culture often have similar beliefs and theories on how people should behave, think

and communicate, and they all tend to act on those beliefs in much the same way.

From group to group, cultures differ considerably. When you communicate with someone from a different culture, you normally do so using the theories and beliefs of your own culture. However, when your audience receives your message, they do so based on the assumptions of their own culture.

As a result of basic cultural differences, misunderstandings could easily occur, and often do.

What is inter-cultural business communication?

Intercultural communication is a discipline that studies communication across different cultures and social groups, or how culture affects communication. It describes the wide range of communication processes and problems that naturally appear within an organization or social context made up of individuals from different religious, social, ethnic, and educational backgrounds. In this sense it seeks to understand how people from different countries and cultures act, communicate and perceive the world around them.

Many people in intercultural business communication argue that culture determines how individuals encode messages, what medium they choose for transmitting them, and the way messages are interpreted. With regard to intercultural communication proper, it studies situations where people from different cultural backgrounds *interact*. Aside from language, intercultural communication focuses on social attributes, thought patterns, and the cultures of different groups of people. It also involves understanding the different cultures, languages and customs of people from other countries.

Remind:-

Intercultural communication requires intercultural understanding, which is an ability to understand and value cultural differences. Language is an example of an important cultural component that is linked to intercultural understanding.

How can one improve inter/cross-cultural communication skills?

➢ By recognizing cultural differences.
➢ By being willing to accept that other people have different beliefs and assumptions.

➢ By being open-minded enough to know that not everyone has the same standards and theories

➢ By learning more about people from different cultures.

➢ By constantly making an effort to improve your inter-cultural communication skills.

Acknowledging cultural differences

If you are to communicate effectively across cultures, you must not judge other people by your own standards. It is essential to retain an open mind, and remember that your own cultural background is not necessarily superior to anyone else's.

Many people assume that other people's attitudes and lives are like our own, but this is not so. Your aim should be to try to treat people not in the way you wish to be treated, but rather treat them the way they want to be treated.

Ethnocentrism: Ethnocentrism is the belief that one's own cultural background is superior to all others. This creates a barrier to effective communication because the mind remains closed to new information. Ethnocentric people tend to form pre-conceived judgments of different cultures based on one experience, or based on limited evidence. Perhaps they tend to take stereotyping a little too far and don't keep an open mind so they cannot move beyond a certain stage. For example, when talking to Barbra Horsky, instead of looking at her as a special human being with unique qualities, ethnocentric people believe they are simply talking to "an Israeli". Perhaps they believe that all Israelis are Jews who are outspoken, demanding and aggressive, simply because of preconceptions and limited previous experience. Therefore despite Barbra's many unique personal qualities, the ethnocentric person cannot see beyond their fixed ideas, even when those ideas are wrong, so their mind remains closed.

If you want to avoid ethnocentrism, you should:

☐ Recognize differences: - Accept and acknowledge that there are distinctions between your own cultures and those of other people.

☐ Avoid assumptions: - Bear in mind that others may not act in the same way as you, nor will they have the same fundamental theories or beliefs.

☐ Do not pre-judge. If people act differently to you, do not automatically assume that they are wrong, that their way is unacceptable, or that your cultures and customs are more superior to theirs.

Checklist for communicating effectively across cultures

- ➢ If you are to communicate effectively in a culturally diverse workforce, here is a checklist of points to remember. If you follow these tips you will be able to communicate with anyone from any culture:

- ➢ Show respect.

- ➢ Learn how respect is communicated in different cultures (gestures, eye contact, symbols, signs, etc).

- ➢ Show empathy.

- ➢ Put yourself in the shoes of the recipient and imagine their feelings and their point of view.

- ➢ Do not prejudge. Accept differences without judging, and learn to listen.

- ➢ Be open-minded. Accept that you may have to change your habits or mind-set when communicating across cultures.

- ➢ Avoid distractions. Do not be distracted by things like appearance or dress.

- ➢ Be patient. Sometimes persistence will be necessary when communicating with someone from a different culture.

- ➢ Look for similarities. Try to find common ground, parallels, and connections.

- ➢ Send clear messages. Make sure that your verbal and non-verbal communications are quite clear, reliable and consistent.

- ➢ Recognize your prejudices. Learn to appreciate and accept when your theories and beliefs are different from other people.

➢ Treat people as individuals. Do not treat one person as being a stereotype of a particular group, but rather as a unique human being with individual qualities and attributes.

Challenges of Diversity in the Workplace in respective of communication

Communication - Perceptual, cultural and language barriers need to be overcome for diversity programs to succeed. Ineffective communication of key objectives results in confusion, lack of teamwork, and low morale.

Cross Cultural Strategies
Working across cultures requires a diverse skill set and a different approach from business in general. Regardless of which cultures are being bridged, certain strategies are crucial to international business success. Here are the strategies for interacting with people from different cultures.

1. Learn about the business beforehand. This general business strategy becomes increasingly important when dealing with businesses across cultures. Get on their website, check out their promotional material. Get a feel for the atmosphere, attitude, and angle that the business has. Many cultural factors are passed down from the societal level to businesses. However, each organization *will* have its own culture, personality, and way of doing things.

2. Observe. Because your mind is processing a lot of information in new environments, your observation skills when working across cultures may be flooded or unfocused. Keep your observation skills engaged and alert to elements that will help you do business. Notice how people act, dress, and treat each other. Especially if you come from a culture that emphasizes verbal communication, make a point of looking for messages that are conveyed without being said. Being able to read a situation will greatly improve your ability to have a successful meeting.

3. Ask questions. Many people don't want to reveal how little they know about other cultures, so they don't ask questions. Ultimately, they limit their ability to work in other cultures. Questions show you are interested in your colleague's culture. This interest and consideration helps build your relationship, which is especially important if your culture has a reputation for trying to culturally dominate others (e.g. the U.S.). Demonstrate that you are working to create synergy between your cultures with questions. In doing so, you create room for the mistakes you

may make; people are more willing to look past cultural blunders if they know you are trying to learn.

4. Stay aware of yourself: - Some people feel like they have somewhat of an out-of-body experience when in cross-cultural situations because they are focused on everything new outside of themselves. There can be so much going on around you that you forget to focus on yourself as well. Take advantage of down time (and make time for it) so you can get in touch with your body and feelings. What's your gut feeling? Where is it coming from? This process can help you feel more grounded and secure in your experience abroad.

5. Allow for more time. Working across cultures takes more time. Communication may be slowed and logistics may be different. You may be working with a culture with a different concept of time altogether. Expect most things to take longer than they would when dealing with a business from your same culture or country. Also give yourself more time to process all the information before making decisions.

6. Look for individual differences. Overviews of cultures are meant to be guidelines only. Individuals may have values and behaviors that vary greatly from those of their native culture. Many people make the mistake of trying to fit people they are working with into cultural molds, when often they don't fit. People's values and behaviors are influenced in part by their culture, but also by their background, experiences, and personality. Be careful not to attribute too much of what you observe to a cultural difference.

7. Find the humor. Humor heals and helps you through difficult situations. Travel can be stressful, as can new environments and change in general. This stress can limit both your flexibility and your ability to handle cross-cultural situations. Combat stress with humor. Be able to step away (at least mentally) from situations and find the humor in them.

8. Learn to tolerate uncertainty. This is an essential skill, and one that can be extremely difficult for people from some cultures where directness and exactness are valued (e.g. Germany, the US). There will be a great deal of unknowns when doing business across cultures. Definitive, concrete answers may not always be given, especially if you are working with a culture with a high tolerance for uncertainty. Focus on what you *can* determine and try let go of minor details that are unclear. (Similarly, if you come from a culture that doesn't place a high value on

exactness and are working with someone from a culture that does, try to provide clarification and details when possible.)

9. Go early. If your meeting is face-to-face and you'll be traveling abroad, go at least two days before your scheduled meeting. Give yourself time to adjust; you will have to deal with physical adjustments (jet lag, different foods) as well as a number of cultural adjustments as well. These changes can be overwhelming and should be spread out to make them manageable. Give yourself time to adjust physically and then your mind will be better able to make cultural adjustments that are essential for success.

10. Build your intercultural skills. When working with people from different cultures, you need a solid understanding of the norms of that culture. You also need communication skills and business strategies that can be applied across cultures. The items listed above reflect some of the necessary skills for intercultural work in general. However, individuals should develop a list of skills they need to develop to further their intercultural communication skills based on their own situations and needs.

Tips to handle Cross Cultural Communication

Here are some simple tips to help you improve your cross cultural communication skills:

- ➢ **Slow Down** Even when English is the common language in a cross cultural situation, this does not mean you should speak at normal speed. Slow down, speak clearly and ensure your pronunciation is intelligible.

- ➢ **Separate Questions** Try not to ask double questions such as, "Do you want to carry on or shall we stop here?" In a cross cultural situation only the first or second question may have been comprehended. Let your listener answer one question at a time.

- ➢ **Avoid Negative Questions** Many cross cultural communication misunderstandings have been caused by the use of negative questions and answers. In English we answer 'yes' if the answer is affirmative and 'no' if it is negative. In other cultures a 'yes' or 'no' may only be indicating whether the questioner is right or wrong. For example, the response to "Are you not coming?" may be 'yes', meaning 'Yes, I am not coming.'

- ➢ **Take Turns** Cross cultural communication is enhanced through taking turns to talk, making a point and then listening to the response.

➢ **Write it Down** If you are unsure whether something has been understood write it down and check. This can be useful when using large figures.

➢ **Be Supportive** Effective cross cultural communication is in essence about being comfortable. Giving encouragement to those with weak English gives them confidence, support and a trust in you.

➢ **Check Meanings** When communicating across cultures never assume the other party has understood. Be an active listener. Summarize what has been said in order to verify it. This is a very effective way of ensuring accurate cross cultural communication has taken place.

➢ **Avoid Slang** Even the most well educated foreigner will not have a complete knowledge of slang, idioms and sayings. The danger is that the words will be understood but the meaning missed.

CHAPTER SIX
MEDIA OF COMMUNICATION

After completing this unit the students will be able to:-

❖ *Understand the concept of media of communication.*

❖ *Understand the different types Oral and Written communications.*

❖ *Identify the written business correspondence*

6.1 Overview of media of communication

The term **media** is being used in a broad sense, to include the methods, channels or circumstances under which communication occurs. **A medium** is defined by a generally accepted set of rules for structuring and exchanging messages.

This ground rules today apply to electronic technology as well as writing, speaking and various forms of interactions to exchange messages.

Some media ground rules are: (Paul.R.1996 p.139).

• Whoever is talking may continue to talk until he/she appears to be finished.

• No speaker should talk for "very long' at a time, which may vary from a few seconds to two or more minutes ,depending on the circumstances

• Nobody may interrupt the speaker unless he /she agrees to b interrupted

• When a silence occurs ,each participant has an equal opportunity to begin talking, that is, nobody is intentionally excluded

• Nobody who is talking g by change the subject without getting permission from other participants

6.2 Oral Communication

Oral Communication is the process of conveying or receiving messages with the use of spoken words. This mode of communication is highly used across the world because of rapid transmission of information and prompt reply.

Oral communication can either be in the form of direct conversation between two or more persons like face to face communication, lectures, meetings, seminars, group discussion, conferences, etc. or indirect conversation, i.e. the form of communication in which a medium is used for interchange of information like telephonic conversation, video call, voice call, etc.

The best thing about this mode of communication is that the parties to communication, i.e. sender or receiver, can notice nonverbal cues like the body language, facial expression, tone of voice and pitch, etc. This makes the communication between the parties more effective. However, this mode is backed with some limitation like the words once spoken can never be taken back.

Oral communication is the process of verbally transmitting information and ideas from one individual or group to another. *Oral communication can be either formal or informal*. Examples of informal oral communication:

- Face-to-face conversations
- Telephone conversations
- Discussions that take place at business meetings
- Video phones and video conferences etc…

Examples of formal types of oral communication include:

- Presentations at business meetings
- Classroom lectures
- Commencement speeches given at a graduation ceremony etc…

Reminding Point:-
- ➢ The oral communication brings back immediate feedback
- ➢ It has a conversational nature with shorter words and sentences
- ➢ It stresses on interpersonal relations
- ➢ This medium needs less technical details
- ➢ Its sentence structures are simple

6.2.1 Speech

It is one form of formal oral communication. Basically, there are three types of oral presentations: **the read speech, the impromptu speech, and the extemporaneous speech**

A/ The read speech- is delivered by a speaker reading directly from a carefully prepared manuscript. Traditionally, papers were presented as read speech at meetings by professional societies. The current trend, however, is for papers to be distributed to the audience beforehand and then summarized by the speaker.

The basic weakness of a read speech is that it tends to bore the audience, because it does not require the speaker to establish two-way communication with audience.

B/ An impromptu speech-is given without advance preparation by the speaker. The impromptu speech is used primarily during a meeting in which the speaker is asked "to say a few words" about something in which he/she is familiar. The only way to prepare for an impromptu speech is to anticipate that you might be asked to report to group.

C/ extemporaneous speech-is the most common method of oral presentation. Hence, the speaker prepares outlines notes well ahead of the presentation. He/she then uses an outline only as a reminder of what to discuss and in what order to present the materials; a good extemporaneous speaking is to sound conversational and yet also well organized.

Preparing an oral presentation/speech

Preparing an oral presentation is much like preparing to write. You must determine your purpose, analyses you audience, and then organize your ideas and prepare an outline.

Your purpose-determine the purpose of your presentation by asking "what do I want my listeners to know, to be able to do, to believe after I am finished?

Your listener- you cannot hope to communicate effectively with your listeners unless you know who they are. Are they co-workers, customers, clients, management, or fellow members of a professional organization?

This will help you to know how much knowledge of your subject your listeners already possess and then also help you recognize other factors that might improve your communication with your listeners.

In preparation an oral presentation, you should pay particular attention to the size of your audience; Facial expressions and gestures that would be effective.

Your outline-the development of your subject when speaking differs slightly from the development when writing.

Put your most important ideas into your opening and closing, where your listeners are more likely to remember then.

Presentation or speech Guidelines

BEFORE THE PRESENTATION

Understand: Be very familiar with the material you are presenting. Do the research you need to get your facts straight.

Decide: What are your objectives for the presentation? Your audience will only go away with a few key messages, so choose your objectives wisely and carefully.

Plan: Who is your audience? What type of presentation is best to reach this audience? Would activities be better than straight lecture? Think carefully as you plan out your presentation.

Practice: Rehearse your presentation. Practice using the audiovisual aids you will be using during the presentation.

Be Early: Arrive earlier than the appointed time so that you can make sure the room is set up appropriately and all audiovisual equipment is working.

DURING THE PRESENTATION

KISS: Keep It Short and Simple.

Make Your Points Strong: Get to the main conclusions and recommendations quickly.

Use Visuals: Use bullet lists, graphics, charts, and tables where possible to support your key points (make sure overhead transparencies and flipcharts have large enough pictures or text for your audience to see easily).

Make Eye Contact: Look at the audience while you talk. Don't bury your head in your notes.

Build in Extra Time: Allow additional time for your audience to ask questions and discuss points either during the presentation or afterwards.

AFTER THE PRESENTATION

Evaluate: Have participants fill out an evaluation form so you can learn what you did well and what needs improvement.

Be Kind to Yourself: Don't worry if the presentation didn't go exactly as you planned! You will improve each time you make a presentation!

How do you explain successful presentation?

Successful Oral Presentation

An oral presentation creates mutual understanding between audience and speaker so you will have to give yourself some time to improve your oral presentation skills.

6.2.2 Telephone Conversation

Telephone is a good channel for making sales pitches with customers, solving problems and exchanging ideas. Telephone can enable you to communicate quickly and personally with people all over the world. Because you cannot see the person with whom you are speaking, pay careful attention to both your speaking and listening skills.

Guidelines for telephone usage

A. Answering calls

- Answer promptly
- Identify yourself or your organization
- Screen calls before transmitting them, ask who is speaking
- Transfer call correctly
- Repeat major ideas
- Write down complete message, if call is for somebody else
- Make sure the person answering the telephone has your correct name and telephone number
- Indicate a time and date when the call can be returned

B. Conversing

- Prepare a list of major points before hand

- Hold the receiver 2-3 cm away from your mouth

- Speak slowly and a little more loudly than usual

- Get to your point quickly

- Maintain a friendly, personal tone

- Pick-up verbal clues, for example when somebody is busy

- Get feedback on ideas or plans

- Make sure you understand any agreements

- At the end of the call, summarize major ideas or plans

Advantage of telephone conversation:

- They provide two-way communication

- Immediate feedback can be obtained

- Problems can be sorted out quickly

- Information can be received quickly

Disadvantage of Telephone conversation:

- There is no written record of the communication

- Verbal messages came sometimes be misunderstood

6.2.3 Face to face conversation

Face-to-face communication is usually in the form of meeting, which can be with one person or many people. Face –to- face communication can also be a one- to- one conversation or an external chat.

Advantage of face to face conversation: - .

- face-to face communalisation ensure everyone gets the same message at the same time

- everyone can look at any paper work and discuss any issues accordingly

- feedback can be given and received

• problems can be sorted out quickly

Disadvantage of face to face conversation:

• in big meetings there is no way of telling whether everybody is listening

• people are not always available for meetings

• not everyone is willing to speak up at meetings

6.2.4 Active listening

It is the most important type of listening. The receiver absorbs all that is being said and also makes an attempt to verify all that he/she has been listening to. When it combined with sensitive listening it can result in the best kind of listening with the receiver moving in accordance with the intent of the speaker.

In listening, as long as, there is some kind of activity in the form of participative contribution from the receiver, there can rarely be any kind of miscommunication. This can be achieved when questions are asked in response to the statements made by the sender. Merely relying upon the hearing faculties for a comprehension of the lecture/ presentation is not sufficient. As stated earlier, sensitive words have different meanings for different people clarifications.

According to James, A. & Paul, R.Timm (1996) Active listening requires effort:

• Resist distraction: - This point emphasise the importance of concentration.

• Be create interest:-Do your best to find areas of interest between you and the speaker

• Stay alert:-force yourself to stay alert, even if the speaker is slow and boring.

• Listening for them rather than for isolated facts. Too often people get hopelessly lost as listeners because they focused in conceptual facts and details, and miss the speaker's main point.

• Attentively to take note

• As a listener, take primary responsibility for the success of two-way communication.

Active listening involves 4 phases.

You can do many different things to improve your listening skills. Here are some additional tips:-

- Remember that your listeners may not process information into the same way you do.

Different people s has different learning styles.

- **Take notes:** - Writing dawn major ideas and important facts may help you to listen and remember more effectively. However, its importance for you to be selective. Don't try to write down everything.
- **Show your interest**: - it is discourteous to fidget or look bored. If you have committed to listen to the speaker, then gives your full attention and show that you are listening.

6.2.5 Interviews

What is an interview?

An interview is a face-to-face inter personal event in which at least one person has planned to achieve a specific goal, that means interview is a special event, have a specific purpose, usually planned and it tends to be structured.

Characteristics of an Interview:

Interviews involve two sides; the interviewer and the interviewee. An interview is essentially an exchange of information what distinguishes it from informal conversation.

Interview differs from informal conversation by the following features:-

▪ *Is planned*

▪ *Is prearranged*

▪ *Is structured*

▪ *Is controlled by the interviewer(it means knowing how to motivate the interviewee to reply fully to questions)*

▪ *Has a predetermined purpose*

▪ *Takes place between two or more people of different status*

Style and the structure of the interview

There are two style and structure of interview. Such as:-

Directive interviews are controlled and organized by the interviewer. E.g. Employment interviews

Non-directive interviews involve the participants and the organization in setting the goals and process of the interview. E.g. The information interview

There are six type of interview

1.**The employment interview**: It is sometimes called **the job search interview** and the selection interview. It is an interview in which the participant exchanges information in order to make an employment decision. This type of interview occurs every time recruiter visits a campus to search for a few employees.

2.**The performance appraisal interview**:   It is sometimes called a **counselling interview**. It is a work related interview in which the supervisors give the employee feedback about his or her job performance and consults with the employee performance appraisal to discover & solve common problems with employees to motivate employee.

3.**The information interview**: It can work in to two ways, one is the information seeker organize the interview, in the other way the information giver organize the interview.

4.**Persuasive interview:** Occurs whenever one person seeks to change the thinking or behaviour of another person. The most persuasive interview in the sales & a sales representative explain the feature & benefits of a product or service in order to make purchase decision.

  5. **A grievance interview:** Interview sometimes occurs in organization. Such interview entitled by employee in order to focus up on a matter of employee discontent in academic or company community. For Example: - Students sometimes require grievance interview to complain about how they were treated in a class room or to challenge their course grade.

  6. An Exit interview: Is designed and conducted by managers when value employees decide to leave their companies. The goal of an exit interview is to identify any change that must be made in the administrative structure or procedure or in the common climate of your organization.

Types of job related interview

o **The single interview**: It is conducted by a single interviewer responsible for interviewing all applicants and selecting the new staff member.

o **The series interview**: It is conducted by a number of interviewers in turn. Each interviewer is looking for a particular area of expertise and evaluates each applicant in this area of expertise.

Guidelines for job interview

1. Pre-interview stage:

Undertake the analysis of the job. Identify the tasks performed on the job and the activities, skills and personal attributes necessary to carry out the job. Create a job specification or description if one does not exist. The job specification is the basis for the essential and desirable quantities listed in the advertisement as well as the basis for your questions in the interview. Determine the style and the structure of the interview.

2. **Preparing the questions:**

Prepare a fixed set of questions that ask about the interviewee's qualifications, previous job experience, carrier ambitions, goals, and attitudes towards the organization's products or policies. Aim to create clear, specific questions that will adequately establish the applicant's capacity to meet the demands of the job. Questions should also be relevant, unambiguous and free from bias, so that no one particular group in society is favored or others disadvantaged.

3. **Conducting an interview**:

Once you prepared the content of the interview you are ready to conduct the interview. **Non-directive techniques** use minimal questions, creating a conversational and to encourage the applicant. **Directive techniques** include open-ended questions and specific probing questions to focus on a particular topic and gain further information or clarification.

4. Open the interview:

Create an open, friendly and trusting environment and aim to put the interviewee at ease. Through

o Greet the applicant by name and introduce yourself and the panel by name and job designation.
o Show the interviewee to a chair and perhaps offer refreshments.

o Some interviewers like to talk about topics of general interest such as local events or sport to make the applicant feel at ease; however take care not to side-track too far from the interview's purpose.

o State the interview's purpose and intended result. Be specific and avoid generalities.

o Let the interviewee know if you intend to take notes and explain the length of time allotted to the interview.

The body of the interview: Use simple questions initially to help the applicant build confidence.

o Progress further through the interview with questions on work experience, education and personal details.

o Throughout the interview, your purpose is twofold: to obtain specific information from the applicant and to achieve an interview process that is comfortable for the applicant. So take notes to jog your memory.

o Some interviewee responses may be inadequate, irrelevant, poorly organized or inaccurate. Listen carefully and with empathy. On occasion, you may need to vary the type of question, to clarify information or to allow the applicant to elaborate.

o As an interviewer it is your responsibility to give applicants accurate job information, to answer their questions and to allow scope to discuss their abilities.

o Close the interview courteously.

The interviewer should summarize what has taken place during the interview to avoid any misunderstandings or communication barriers. At the end of the interview, indicate any further action that needs to be completed. Indicate clearly that the interview is over and thank applicants for their application and for attending the interview.

5. **After the interview**

The interviewer or the panel evaluates each applicant and the results of the interview.

• Maintain the confidentiality of the interview and the documents presented at the interview.

• Record or complete notes on all important points immediately after the interview.

• You are trying to form an objective opinion based on the information provided by the interviewee and any other information available. At this stage interview evaluation sheets or rating scales are very helpful.

Goals of a job interview

In conducting a job interview, you want to attract and choose the best applicant for the position.

• Gather information from interviewees to help predict their future performance

• Inform applicants about the job and the organization

• Determine applicants' ability to work with others and 'fit' into the organizational culture

Potential problems of job interview:

Interviews are not always effective in choosing the best person for the job.

▪ *Poor planning*

▪ *Too much attention to negative or irrelevant information*

▪ *Lack of objectives*

▪ *Lack of structure*

▪ *Little knowledge of the job under discussion*

▪ *Judging the applicant inappropriate criteria*

▪ *Poor listening, which results in the interviewer hearing only part of the interviewee's answer*

6.2.6 Meetings

Meetings are necessary to coordinate individual efforts, collaborate on joint projects, acquire support for ideas, sell ideas, solve problems collectively, and make consensus-based decisions. Essentially, meetings are a gathering of two or more persons to collectively accomplish what one person cannot.

First, one needs to decide if a meeting is necessary. Before scheduling or attending your next meeting, clearly define the objectives for yourself or the group if you are the person responsible for the meeting.

To help you think through your objectives, ask yourself the following four questions:

➢ Why am I scheduling or attending this meeting?

➢ What do I want to accomplish or gain?

➢ What information will be exchanged or decisions made?

➢ Who will be attending that I need to meet or gain their support?

How to Organize Effective Meeting?

Good meetings aren't accidents - they are the result of good planning. The time you spend before will result in major benefits later by efficiently using the meeting time and accomplishing objectives.

When deciding to hold a meeting, you should also decide who should attend and what the purpose of the meeting is. To help in planning meetings, below is a checklist of major elements essential for meeting effectiveness.

➡ Purpose:

Plan meetings with purpose, Define the purpose or objective of the meeting (**e.g., *to reach consensus on how volunteer leaders should allocate their time).***

➡ Participant:

Who needs to attend this meeting to accomplish the purpose?

➡ Structure:

How should the meeting be organized to best accomplish the purpose? Some techniques may include: guest speakers, videos, brainstorming sessions, panel sessions, discussion groups, demonstrations, etc.

Whatever technique is selected, it should have the greatest impact on the participants to attain the meeting objective.

➡ Location and Time

Select a meeting place that best matches the participant's needs, the objective, and the meeting structure.

When planning where to meet, give consideration to size, comfort, accessibility, adequate parking, room acoustics, equipment needs, etc. Choosing a meeting time depends on the

availability of participants and meeting facilities. The anticipated length of the meeting should also be a factor in deciding when to schedule the meeting.

➡ **Agenda**

A meeting agenda should be prepared and distributed to participants at least three days prior to the meeting day. An agenda is crucial to meeting success in three ways:

1) It clarifies the objectives so people understand the meeting purpose and tasks;

2) Distributing the agenda prior to the meeting helps participants plan and prepare to make an effective contribution; and

3) During the meeting, the agenda provides direction and focus for the discussion.

There are a variety of agenda styles but essentially they should contain at least the following elements:

A. **Title** (e.g., evaluation review meeting),

B. **Time** (e.g. 8:00-10:00 a.m.)

C. **Date**,

D. **Location**,

E. **Discussion items**, and

F. **Names of persons responsible for covering each item**.

➡ **Responsibilities:**

There should be a mutual understanding of not only the meeting purpose, but also individual assignments and how they fit into the total program. Those meetings that are more focused on brainstorming or creativity may require little or no individual assignments. In task-oriented or policy deciding meetings, it is best to prepare a written summary of assigned duties so individuals know what their responsibility is for the meeting.

➡ **Confirmation:**

If it is a first meeting or if the meeting is on a new day or time individually contact all participants at least three days before the meeting day. Contact can be as simple as sending everyone a friendly reminder through office e-mail, phone calls, or a post card reminder through the mail. For regularly scheduled meetings, choose a location and meeting time and try not to change it.

HOW TO RUN EFFECTIVE MEETINGS?

The meeting leader or facilitator is responsible for setting the meeting tone, keeping the discussion on track, and making sure everyone has a fair chance of being heard. The leader or facilitator should also summarize relevant points and tie things together when the discussion jumps around between interrelated topics.

A well-planned meeting will significantly reduce surprises and meeting confusion, there is no guarantee everything will run smoothly, even with the best planning.

Here are some suggested guidelines on how to run effective meetings:

I. Begin on time and end on time –

If you begin a meeting five to seven minutes after it was scheduled, you are starting late. Starting a meeting late sends the message that it's okay to be late and it shows a lack of respect and appreciation for those who make the effort to arrive on time. Some people may have back-to-back meetings. Ending on time shows respect for participant's and valuable time.

II. Use the Agenda –

Review the agenda with participants at the beginning of the meeting and ask them if any changes need to be made on time allocations or discussion content. Continually refer back to the agenda throughout the meeting to keep discussion centered on the stated purpose and specified agenda items.

III. Establish and Use Ground Rules

Ground rules are explicit rules that the group agrees to follow to help them facilitate productive discussions. Whether the group formulates the ground rules or the meeting leader/facilitator presents them, all group members should reach consensus on following the ground rules. Ground rules lay out the expectations of "the way things should be done at meetings."

Ground rules are used to facilitate group interaction, not to restrict it. The group can change the ground rules or add new ones based on group needs.

Examples of some typically used ground rules include: arrive and start on time; stick to the agenda; everyone participates; be realistic when accepting follow-up tasks; focus on interests, not positions; separate people from the problem; respect different viewpoints; share responsibility for following the ground rules.

• **Control dominating individuals** - Make sure each individual has a fair chance of expressing ideas and opinions. Do not let one person dominate the discussion. Of equal importance is to ensure that quiet participants are expressing their ideas and opinions. This may require the leader or facilitator to directly call on the quiet member and ask them for their opinion or for any ideas they would like to share.

IV. Summarize –

Conclude the meeting by summarizing the discussion, decisions made, tasks delegated, deadlines, and any action required by participants. Depending on the time available, either address bin items or place them on the agenda for the next meeting. Include in the summary any review plans for follow-up or the need to schedule any succeeding meetings. The responsibility for the success and effectiveness of the meeting ultimately rests equally with everyone in the group. A well-planned agenda, posted ground rules, and using a bin are the three most important keys to running effective meetings. Meetings can be fun *and* productive. It's easy to get caught up in the pressure of the meeting and lose sight of perspectives. Stress diminishes creativity and spontaneity and generally lowers the quality of results achieved by the group. So relax and remember that the best results come from groups who are able to laugh together, discuss their mistakes, and take pride in their efforts.

6.3 Written Communication

Definition of Written Communication

The communication in which the message is transmitted in written or printed form is known as Written Communication. It is the most reliable mode of communication, and it is highly preferred in the business world because of its formal and sophisticated nature. The various channels of written communication are letters, e-mails, journals, magazines, newspapers, text messages, reports, etc.

There are a number of advantages of written communication which are as under:

- Referring the message in the future will be easy.
- Before transmitting the message, one can revise or rewrite it in an organized way.
- The chances of misinterpretation of message are very less because the words are carefully chosen.

- The communication is planned.
- Legal evidence is available due to the safekeeping of records. Etc…

But as we all know that everything has two aspects, same is the case with written communication as the communication is a time consuming one. Moreover, the sender will never know that the receiver has read the message or not. The sender has to wait for the responses of the receiver. A lot of paperwork is there, in this mode of communication.

Reminding Point:-@ Written Communication

➢ This medium is more formal with focus on contents
➢ It can convey any amount of technical information
➢ It is best for permanent record
➢ This medium uses longer words and longer sentences.
➢ It brings delayed feedback

6.3.1 Curriculum Vitae

What is a CV?

Your CV, short for curriculum vitae, is a personal marketing document used to sell yourself to prospective employers. It should tell them about you, your professional history and your skills, abilities and achievements. Ultimately, it should highlight why you're the best person for the job.

A CV is required when applying for a job. In addition to your CV, employers may also require a cover letter and a completed application form.

What information to Include in a Curriculum Vitae

1. **Name, professional title and contact details (address)**

The first part of your CV aligns at the top of the page, should contain your name, professional title and contact details.

When it comes to your contact details, your email addresses and phone number(s) are essential. Once upon a time, it was customary to include your full address on your CV. Today, you simply need to list your town and county.

Like:-

> *Full Name and Professional Title*
>
> *Location: Town, County*
>
> *Phone: _____*
>
> *Email: name@example.com*

Remind: - When to develop Personal profile ask yourself the following questions.

    i. *Who are you?*
    ii. *What can you offer the company?*
    iii. *What are your career goals?*

2. **Education and qualifications**. Take care to include the names of institutions and dates attended in reverse order; Ph.D., Masters, Undergraduate.

Like:-

> **Institution name** – *Dates attended (from – to)*
>
> **Qualification/Field of study** – *Grade*

3. **Work experience/employment history**.

The most widely accepted style of employment record is the <u>chronological curriculum vitae</u>. Your <u>career history</u> is presented in reverse date order starting with most recent. Achievements and responsibilities are listed for each role. More emphasis/information should be put on more recent jobs.

Like:-

> **mmm yyyy – mmm yyyy**   **Company Name, Location**
>
>   **Role Title**
>
> *Key responsibilities*
>
>   - xxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
>
> *Key achievements/projects*
>
>   - xxxxxxxxxxxxxxxxxxxxxxxxxxxxx

4. **Skills**.
   Include computer skills, foreign language skills, and any other recent training that is relevant to the role applied for.
5. **Hobbies and interests:**
   If you feel that your CV is lacking, you can boost your document by inserting a hobbies and interests section at the end. Be careful though; avoid listing hobbies that don't add value to your CV or are run-of-the-mill, like reading. Draw on interests that make you stand out or are relevant to the job.
6. **References:** Like including an address on your CV, adding your referees to the end of your CV is no longer standardized. You can include a line that reads 'references available on request', but if you don't have room, it's acceptable to remove it altogether.

What Not to Include

There is no need to include your photo, your salary history, the reason you left your previous position.

How Long Should a CV Be?

Good curriculum vitae should ideally cover no more than two pages and never more than three. Aim to ensure the content is clear, structured, concise and relevant. Using bullet points rather than full sentences can help minimize word usage.

The seven-step business document writing process

To create a good (business) document you have to do a series of steps to transform ideas into words and transform a blank page into a business document.

The seven-step writing process consists of the following steps or activities:

1.Brainstorming and identifying goals

2.Identify your audience

3.Doing necessary research

4.Making a plan

5.Drafting

6.Revising

7.Proofreading

You will notice that as you become experienced you will alter some steps or going back and forth, but even if you are experienced it is important to go through the major steps!

The purpose of **the first step** is to get a very idea of why you are writing the written document. Clearly state these goals for yourself. The goals can include also your own personal goals, such as making a good impression on your boss.

The **second step** is to get a clear idea of whom you are writing to. You can use the same checklist here as given before in the chapter on oral communication.

Third, doing the necessary research can be different depending on the type of document, you have to make. It can be extensive data collection for a written report, asking questions about date, time and place for a letter or memo.

Don't do endless research, but go to the next step after you feel you have done most part of the research. Don't wait until you know every little detail, because then you never start writing.

The fourth step is to make a plan for the writing. Activities in this phase are to organize the information from the research, decide which (standard) format you are going to use and make an outline for your document.

During **drafting step** you start to write a preliminary version. It doesn't have to be perfect, just write quickly and let your ideas flow.

Leave lots of space between the lines, so you can make notes later on.

The **revising step** is important. In this phase you check whether your document fits your original goals en your analysis of the audience. In this phase you should be critical and if necessary even change your original plan/outline.

Check for the following:

- are the central paragraphs organized logically

- is there unnecessary information

- are my conclusions clear and do they close the document.

During **proofreading step** at last you check for spelling mistakes, typographical errors, grammar, etc.

6.3.2 Business letter writing

Definition of Business letter

Business letters are purposeful internal & external communications designed to communicate business messages or information between letter producer (Sender) and reader (receiver) or supplier and potential customer.

To communicate with others through business letters, especially outsiders, the letter should be creating a good impression to get a positive response. In order to achieve this, they must be attractively displayed, and unblemished by error, in grammar, punctuation and spelling. A good business letter is good promotion for a company or any other type of organization.

Reasons for writing business letters

The two main reasons for writing a business letter such as:-

1.When record keeping is important, any time you want a proven record , for instance in case of:
  ➢ Transactions, agreements or financial terms
  ➢ To verify what was decided during a (telephone) conversation
  ➢ Confirming the terms of any oral agreement
  ➢ Orders, bills, terms of insurance, employment agreements and any financial transactions

2.To provide convenient and inexpensive means of communication without personal contact, for instance
  ➢ To send the same message to a large number of people
  ➢ To communicate with people in distant parts of the country
  ➢ To communicate routine messages

Characteristics of good letter

In planning and writing business letter, remember that a business letter should be

- ➢ Courteous/Polite: - it should be written in polite (good) manner.
- ➢ When revising and editing don't delete the courteous words.
- ➢ Clear: - it should be easy to understand.
- ➢ Complete: - it should also have all information that the reader must know.
- ➢ Concise: - it should provide a lot of information in a few words.
- ➢ Avoid wasting words, avoid wordiness; choose words with care and use them with economy; be brief and clear.
- ➢ Correct: - it should also be written without mistakes.

Standard Parts of the Business Letter

Most business letters have the following parts:

1. Heading

The heading of the letter usually is placed in the upper right hand section of the paper. The letter should immediately announce its sender. It gives the name and the address of the writer (sender). This information is useful in replying.

The heading may be *indented* or *blocked.* In hand written letter the lines of heading should be intended with each line begin a little to the right of the preceding line.

2. Date and reference number

Usually the date and reference number is written two lines below the last line of the letterhead.

3. Inside address

The person or firm to whom you send a letter is called the inside addressee (Receiver address). The name and the address of the addressee comprises the inside address. Before a person's name use Mr., Mrs., or alike

It is written on the upper left hand side of the letter, a few lines below the date.

4. Salutation

The salutation is written below the inside address and begins at the left margin. The salutation greets the reader and it's followed by a colon

The usual salutation in letters to a business firm is Dear gentlemen. In the letter to a man, a salutation may be Dear Ato. In a letter to women it may be Dear W/t, and W/ro.

5. Subject

The subject of the message is written after two space of salutation and it is considered to be the title/topic of the message.

6. Body

The body, which begins two lines under the subject, contains the message of the letter. The writer's message should follow the rules of good English composition. The paragraph however, usually is shorter than those in other types of writing.

7. Complimentary close

If the letter begins with a formal salutation (Sir, Dear Sir) it will close with "Yours faithfully".

If it begins with a personal name Dear Mr. Tolla, it will close with "Yours sincerely". Yours truly or cordially are also used.

Informal closes as Warm regards, Best regards/wishes are also used. A comma is used after complimentary close.

8. Signature

Always type your name after the handwritten signature and the position in the firm. It is better to give courteous title (Mr, Miss, etc.) to avoid confusion.

9. Enclosure(s)

An enclosure or attachment notation is included to remind the reader to check for additional pages of information. The enclosure is typed single or double space below the signature.

10. Copy Notation

When persons other than the addressee will receive a copy of the message, it is noted by writing 'C', 'PC', 'Copy' or 'CC' followed by the names of these persons just below the reference initials or the enclosure notation.

How to write a business letter?

Your institution's name
Your institution's address
Date of letter
Reference number

Recipient's name
Recipient's title
Recipient's institution
Recipient's institution address

Salutation

Subject of the message

People read business letters quickly. Therefore, get to the point in the first paragraph—the first sentence, if possible. In other words, state what you want up front.

Consider one and half space b/n sentences on your letters and use Times new roman font type with 12'' font size. Skip double space between paragraphs. Because people read business letters quickly, use shorter sentences and paragraphs than you would in a longer document. Sentences should average fewer than twenty words, and paragraphs should average fewer than seven lines.

Space your letter on the page so that it does not crowd the top. However, if possible, keep your letter to one page.

Final paragraphs should tell readers what you want them to do or what you will do for them.

Sincerely,

You're Signature
Your Name and Title of the job

Enclosure
cc: Name to receive copy (Send copies to anyone whose name you mention in the letter or who would be directly affected by the letter.)

Despite the fact that there are a lot of letter styles that can be employed in business letter writing, this section is confirmed to the discussion of only four contemporary styles which are in practical use in most business establishment and governmental agency involved in business. ***These are semi-blocked, full-blocked and indented styles.***

From these letter styles the blocked and semi-blocked once are widely applied as headed letters are being used in most business organization now days.

It is also important to note that the blocked and semi-blocked styles are preferable used in the production of personal letters.

On the other hand the full -blocked style predominantly used in financial institutes, education sectors, business and service rendering organizations in Ethiopian & Western countries such as England & Scotland. And also the indented style is mostly used in hand written letters.

HEADING (your address and date)	Ambo University, Woliso Campus Woliso, Ethiopia, P.box 217 May 27, 2020
ADDRESS (of the person you are writing to)	Ms. Jennifer Esposito John Doe Fellowship 595 Park Avenue New York, NY 10021
SALUTATION	**Dear Ms. Esposito:**
BODY	The John Doe Fellowship has always loomed on the horizon for me. Ever since I decided to major in history, I have wanted to participate in your program. From the research that I have done, I believe that your program provides its participants with an extensively detailed look at the history of the world through hands-on experience with fossils, artifacts, and other remains that compose the blueprint of our existence. I am applying for the John Doe Fellowship because I believe that it would benefit me throughout my career and allow me to further understand the ideas behind history and how it is constructed. I am a very committed and goal-oriented person with excellent interpersonal skills. My background in history involves studying many different eras and time periods. My specialty, though, is the archeological study of the ancient world and its history. During the summer of 2015 and 2016, I interned at the Metropolitan Museum of Art as a tour guide. Both times, I not only utilized my knowledge of art and its history, but I also learned a lot about how that history was constructed. This experience has influenced me to intern as a tour guide at the American Museum of Natural History, where my love for the origins of history and learning from the tactile experience with artifacts increased. In the future, I would like to participate in historical research and eventually become a full-time professor of history. I believe my skills, experience, and goals make me an excellent candidate for your program. Thank you very much for considering me for the John Doe Fellowship. I am looking forward to hearing from you.
COMPLIMENTARY CLOSE	Sincerely, Moti Tolla
IDENTIFICATION LINE TITLE OR PHONE NUMBER/e-mail	Moti18@gmail.com
SIGNATURE ENCLOSURES OR DISTRIBUTION	Enclosure

Sample of full block letter style

HEADING (your address and date)	Ambo University, Woliso Campus Woliso, Ethiopia, P.box 217 May 27, 2020
ADDRESS (of the person you are writing to)	Ms. Jennifer Esposito John Doe Fellowship 595 Park Avenue New York, NY 10021
SALUTATION	Dear Ms. Esposito:
BODY	The John Doe Fellowship has always loomed on the horizon for me. Ever since I decided to major in history, I have wanted to participate in your program. From the research that I have done, I believe that your program provides its participants with an extensively detailed look at the history of the world through hands-on experience with fossils, artifacts, and other remains that compose the blueprint of our existence. I am applying for the John Doe Fellowship because I believe that it would benefit me throughout my career and allow me to further understand the ideas behind history and how it is constructed. I am a very committed and goal-oriented person with excellent interpersonal skills. My background in history involves studying many different eras and time periods. My specialty, though, is the archeological study of the ancient world and its history. During the summer of 2004 and 2005, I interned at the Metropolitan Museum of Art as a tour guide. Both times, I not only utilized my knowledge of art and its history, but I also learned a lot about how that history was constructed. This experience has influenced me to intern as a tour guide at the American Museum of Natural History, where my love for the origins of history and learning from the tactile experience with artifacts increased. In the future, I would like to participate in historical research and eventually become a full-time professor of history. I believe my skills, experience, and goals make me an excellent candidate for your program. Thank you very much for considering me for the John Doe Fellowship. I am looking forward to hearing from you.
COMPLIMENTARY CLOSE	Sincerely, Moti Tolla
IDENTIFICATION LINE TITLE OR PHONE NUMBER/e-mail	Moti18@gmail.com
SIGNATURE ENCLOSURES OR DISTRIBUTION	Enclosure

Sample of Semi-block Letter Styles

HEADING (your address and date)	Ambo University, Woliso Campus Woliso, Ethiopia, P.box 217 May 27, 2018
ADDRESS (of the person you are writing to)	Ms. Jennifer Esposito John Doe Fellowship 595 Park Avenue New York, NY 10021
SALUTATION	Dear Ms. Esposito:

BODY	The John Doe Fellowship has always loomed on the horizon for me. Ever since I decided to major in history, I have wanted to participate in your program. From the research that I have done, I believe that your program provides its participants with an extensively detailed look at the history of the world through hands-on experience with fossils, artifacts, and other remains that compose the blueprint of our existence. I am applying for the John Doe Fellowship because I believe that it would benefit me throughout my career and allow me to further understand the ideas behind history and how it is constructed.
	
	  I am a very committed and goal-oriented person with excellent interpersonal skills. My background in history involves studying many different eras and time periods. My specialty, though, is the archeological study of the ancient world and its history. During the summer of 2004 and 2005, I interned at the Metropolitan Museum of Art as a tour guide. Both times, I not only utilized my knowledge of art and its history, but I also learned a lot about how that history was constructed. This experience has influenced me to intern as a tour guide at the American Museum of Natural History, where my love for the origins of history and learning from the tactile experience with artifacts increased. In the future, I would like to participate in historical research and eventually become a full-time professor of history.
	I believe my skills, experience, and goals make me an excellent candidate for your program.
	
	  Thank you very much for considering me for the John Doe Fellowship. I am looking forward to hearing from you.

COMPLIMENTARY CLOSE	Sincerely,
IDENTIFICATION LINE TITLE OR PHONE NUMBER/e-mail	Moti Tolla Moti18@gmail.com
SIGNATURE **ENCLOSURES OR DISTRIBUTION**	Enclosure

Sample of indented letter style

6.3.3 Memorandum (memo)

What is interoffice memorandum (Memo)?

It is another form of written communication and derived from Latin word **"memorare" meaning 'a thing to be remembered.** Memos are used to communicate with other employees, may be located – whether in the same office, in the same building, or in a branch office.

The memorandum or 'memo' is a very flexible form used within an organization for communication at all levels and for many different reasons. It performs internally the same function as a letter does in external communication by an organization, it is used for briefings or instructions, brief messages or 'notes' and any kind of internal communication that is more easily or clearly conveyed in writing (rather than face-to-face or on the telephone).

Flow of Memo entire the organization: - A memorandum may be send upwards, downwards or sideways in the organization. It may be sent from one individual to another, from one department to another or from one individual to a department or larger body of staff.

Sample interoffice Memorandum format

Ambo University, Woliso Campus

School of Business and Economics

Department of Management

Interoffice Memorandum

Date:- _____

To:-_____

From:-_____

Subject: - _____

....

....

Signature of the writer

_____

Name and position/title of the writer

Attachment

When to write memo remember who your recipient is, what is his status, his background, education, practical experience etc.

Please check yourself

Assuming yourself to be the purchase officer of the Woliso Soap factory, woliso, prepare a memo to be written to the Section Heads of your organization informing them about the new procedure they should follow for sending the departmental requisitions.

6.3.4 Business Report Writing

Introduction

Writing an effective business report is a necessary skill for communicating ideas in the business environment. Reports usually address a specific issue or problem, and are often specially made when a decision needs to be made. They present the author's findings in relation to the issue or problem and then recommend a course of action for the organization to take. The key to a good report is in-depth analysis. Good writers will show their reader how they have interpreted their findings. The reader will understand the basis on which the conclusions are drawn as well as the rationale for the recommendations.

As effective business report writer you must consider the following points:-

1. **Planning your business report**

As in all writing, planning is vitally important. Ask yourself the following key questions, when to plan business report:

☐ **What is the purpose of this report?**

Keep in mind that the purpose of a business report is generally to assist in decision making. Be sure you are clear on what decision is to be made and the role the report plays in this decision. It might be useful to consider the purpose in this way: *As a result of this report, my reader/s will …*

For example:

As a result of this report, my reader/s will know:

> *- How well our recycling program is doing*

> *- How to increase participation in it.*

☐ **Who are the readers of this report?**

Consider the main reader/s, but also secondary readers. The main reader for the recycling report alluded to above is the director of the recycling program. Secondary readers might be the facilities management team on campus, the finance team, etc.

Try to understand what the readers already know, what they need to know, and how they will use this report. You will need to give enough information to satisfy all these potential readers. You will need to use headings carefully so that different readers can use the report in different ways.

☐ **What are the report's main messages?**

- Taking into account the information above, think carefully about the main message/s you need to convey, and therefore what information is required. Ask yourself: What are the required pieces of information I need to include?
- What are the additional pieces of information I need to include?

☐ **How will the report be structured?**

- **First** to determine the approach of the business report. Basically there are two main types of business report approach. Such as: **Deductive approach and Inductive approach**.

In case of Deductive approach, presents the conclusions or recommendations near the beginning of the report, and the report provides justification for these recommendations.

But in case of inductive approach leads the reader through the discussion first and reveals the conclusions and recommendations at the end of the report.

The next step is to construct an outline, or structure, for your report. Check for a logical flow, and check your outline against your purpose, your reader/s, and the report's relevant information requirements.

2. <u>Structuring your business report</u>

A business report may contain:

☐ **A covering letter or memorandum**

Often a letter is attached to a report to officially introduce the report to the recipient. If the recipient is outside the organization, a letter format is appropriate; if the recipient is inside the organization, a memorandum/memo is appropriate.

The covering letter or memorandum should:

   ☐ *Remind the reader of their request for the report*

   ☐ *State the purpose of the report*

   ☐ *Acknowledge any assistance*

   ☐ *Indicate future actions to be taken.*

☐ **A title page**

The title page should be brief but descriptive of the project. It should also include the date of completion/submission of the report, the author/s, and their association/organization.

☐ **An executive summary**

The executive summary follows the title page, and should make sense on its own. The executive summary helps the reader quickly grasp the report's purpose, conclusions, and key

recommendations. You may think of this as something the busy executive might read to get a feel for your report and its final conclusions. The executive summary should be no longer than one page. The executive summary differs from an abstract in that it provides the key recommendations and conclusions, rather than a summary of the document.

☐ A table of contents

The table of contents follows the executive summary on a new page. It states the pages for various sections. The reader receives a clear orientation to the report as the table of contents lists all the headings and sub-headings in the report.

☐ An introduction

The introduction sets the stage for the reader. It gives the context for the report and generates the reader's interest. It orients the reader to the purpose of the report and gives them a clear indication of what they can expect.

The introduction should:

> ☐ *briefly describe the context*
> ☐ *identify the general subject matter*
> ☐ *describe the issue or problem to be reported on*
> ☐ *state the specific questions the report answers*
> ☐ *outline the scope of the report (extent of investigation)*
> ☐ *preview the report structure*
> ☐ *Comment on the limitations of the report and any assumptions made.*

☐ Findings and discussion

The discussion is the main part of your report and should present and discuss your findings. It should give enough information, analysis, and evidence to support your conclusions, and it should provide justification for your recommendations. Its organization will depend on your purpose, scope, and requirements, but it should follow a logical and systematic organization. The

discussion should be subdivided into logical sections, each with informative, descriptive headings and a number.

Where your report's purpose is to recommend the best solution to a problem, you should show clear analysis of all options. You should explain any analytical framework you used, such as SWOT or cost benefit analysis. This analysis of options can often be presented effectively in tables.

☐ **Conclusions**

A business report usually needs both conclusions and recommendations. The difference between conclusions and recommendations in a report lies in the orientation to time. Conclusions typically relate to the present or past situation.

When writing conclusions:

- ☐ *interpret and summarize the findings; say what they mean*
- ☐ *relate the conclusions to the report issue/problem*
- ☐ *Limit the conclusions to the data presented; do not introduce new material*
- ☐ *number the conclusions and present them in parallel form*
- ☐ *be objective: avoid exaggerating or manipulating the data.*

☐ **Recommendations**

Recommendations are oriented to the future: what changes are recommended, or what actions are recommended for the future? They are specific, action-oriented suggestions to solve the report problem.

When writing recommendations:

- ☐ *make specific suggestions for actions to solve the report problem*
- ☐ *avoid conditional words such as maybe and perhaps*
- ☐ *present each suggestion separately and begin with a verb*
- ☐ *number the recommendations*
- ☐ *describe how the recommendations may be implemented*

☐ *arrange the recommendations in an announced order, such as most important to least important.*

☐ **A list of references**

Whenever you use information from other sources, references must be provided in-text and in a list of references.

☐ **Appendices**

If material is important to your discussion and is directly referred to, then it should be included in your discussion proper. However, you might want to use appendices to include supplementary material that enhances understanding for the reader. You might use appendices to provide details on the process or analysis you underwent (or which was required by your supervisor or lecturer).

When you choose to include information in appendices, you should refer to it clearly in your text (*refer Appendix A*). A single appendix should be titled APPENDIX. Multiple appendices are titled APPENDIX A, APPENDIX B, etc. Appendices appear in the order that they are mentioned in the text of the report.

3. <u>Writing your business report</u>

Now that you have organized your thoughts, you need to put them into writing. Ensure your writing demonstrates clarity and logic. You should think constantly about your readers and make your report easy for them to read. To achieve good readability, you should:

☐ **Use effective headings and subheadings**

Headings and subheadings are useful tools in business writing. Ensure they are descriptive of the content to follow.

<u>For example:-</u>

Ineffective headings with non-parallel construction
- *Production department responsibilities*

Effective headings with parallel construction

- *Define responsibilities within the production department*

☐ **structure your paragraphs well**

Typically a paragraph will have between 100 and 200 words and will have the following structure.

☐ Topic sentence (state's main idea of paragraph)

☐ Explanation sentence (explains or expands on the topic sentence)

☐ Support sentences (give evidence for the idea in the topic sentence and include statistics, examples, and citations)

☐ Concluding sentence (optional final sentence that answers the question 'so what?'; this is your opportunity to show your critical thinking ability)

☐ **write clear sentences with plain language**

Academic and business writing should be clear. You want to clearly communicate your understanding of the topic and the strength of your argument. In order to do this, keep your sentences short and use plain language where you can.

Remind:-A good average length is 15–20 words (roughly 1.5 lines). Try not to go over 2 lines.

☐ **keep your writing professional**

Ensure you use an appropriate tone for your readers. Where possible, use personal pronouns *we* and *you: We recommend you check the building's foundations.*

Other important characteristics of professional writing are editing and proofreading. You should leave 24 hours between writing your draft and editing it. You should also leave another 24 hours between editing and proofreading. Leaving time between these stages of the writing process

allows you to detach yourself from your writing and put yourself in your reader's shoes. When editing, check for:

☐ Illogical structure

☐ Missing headings

☐ Irrelevant or missing content

☐ Unnecessary content

☐ Redundant phrases or words

When proofreading, check for:
☐ *Grammar*

☐ *Punctuation*

☐ *Spelling*

☐ *Formatting*

☐ *Consistency*

☐ Use white space and well-chosen fonts

White space refers to the empty space on the page. Business reports which have a more balanced use of white space and text are easier to read and more effectively communicate main points and subordinate ideas.

☐ Number your pages

Your title page has no number. Use Roman numerals for the executive summary and table of contents (i, ii, iii), and Arabic numbers for the remainder of the report (1, 2, 3 …).

☐ Use footnotes, tables and figures appropriately

Footnotes should be used sparingly. Points that are important can usually be integrated into the text. Footnotes or endnotes should not be used for referencing.

In business reports, tables and figures are often used to represent data, processes, etc. Tables and figures should be inserted in the text of the document, close to the discussion of the table/figure.

4. <u>Concluding remarks</u>

Now that you have the tools to develop your report, your communication should be more efficient and effective.

Checklist of a business report

☐ The report fulfils its purpose

☐ The report is oriented to the intended reader/s

☐ The report contains all appropriate elements (executive summary, table of contents …)

☐ The discussion has descriptive and appropriately formatted headings and subheadings

☐ The discussion contains thorough analysis of findings as well as logical flow

☐ The report has been edited for section cohesiveness and good paragraph structure

☐ The report has been proofread for sentence structure, spelling, punctuation, and consistency

☐ Tables and figures are formatted correctly and labeled

☐ Tables, figures, and appendices are referred to within the text / discussion

☐ Quotations from other sources are referenced

☐ Thoughts and ideas paraphrased from other sources are referenced

☐ The reference list is formatted properly

☐ The cover page has all necessary details

☐ Appendices are used to support the discussion, but tables / figures which are essential to the discussion are included within the text

Tip on: - Key Differences between Oral Communication and Written Communication

The following are the major differences between oral communication and written communication:

1. The type of oral communication in which the sender transmits information to the receiver through verbally speaking the message. But the communication mode, which uses written or printed text for exchanging the information, is known as Written Communication.

2. The pre-condition in written communication is that the participants must be literate whereas there is no such condition in case of oral communication.

3. Proper records are there in Written Communication, which is just opposite in the case of Oral Communication.

4. Oral Communication is faster than Written Communication.

5. The words once uttered cannot be reversed in the case of Oral Communication. On the other hand, editing of the original message is possible in Written Communication.

6. Misinterpretation of the message is possible in Oral Communication but not in Written Communication.

7. In oral communication, instant feedback is received from the recipient who is not possible in Written Communication.

"Communication brings power through information"

Comparison Chart of oral and written communication

Basis for Communication	Oral Communication	Written Communication
Meaning	Exchange of ideas, information and message through spoken words is Oral Communication.	Interchange of message, opinions and information in written or printed form is Written Communication.
What is it?	Communication with the help of words of mouth.	Communication with the help of text.
Literacy	Not required at all.	Necessary for communication.
Transmission of message	Speedy	Slow
Proof	No record of communication is there.	Proper records of communication are present.
Feedback	Immediate feedback can be given	Feedback takes time.
Revision before delivering the message?	Not possible	Possible
Receipt of nonverbal cues	Yes	No
Probability of misunderstanding	Very high	Quite less

References and Suggested reading Materials

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