

Business Communication



Course Duration

27 Hours

Course Assessment

- 10 % Attendance
- 60 % Assignments
- 30 % Debates

Corrective Assessment

- Written Exam

Recommendations

N/A

Business Communication

Course Outline

- **What is Communication?**
- **Classifications & Functions of Communication**
- **Basic Communication Process**
- **Johari Window**
- **7 Cs of Communication**
- **Building Relations**
- **Communication Channels**
- **Types of Communication**
- **Barriers to Communication**
- **Active Listening & Feedback**
- **Techniques of Communication**
- **Factors Affect Communication Quality**
- **Ladder of Inference**
- **Emotional Intelligence**
- **Transactional Analysis**
- **Personality**
- **Workplace Conflict**
- **Cross-Cultural Communication**
- **Organizational Communication**
- **Art of Debates**



What Is Communication?



What is Communication?

Transferring and understanding of meaning.



“Transferring” means the message was received in a form that can be interpreted by the receiver.



“Understanding” the message is not the same as the receiver agreeing with the message.



Classifications Of Communication?

Classifications of Communication



Classifications of Communication

Cont'd

You must be able to communicate with yourself before you can communicate with others.

People cannot read your mind, you are the one that must translate the things you think of, so that other people can understand you.



Classifications of Communication

Cont'd



It is the process of exchanging and understanding messages between two or more people.

Classifications of Communication

Cont'd

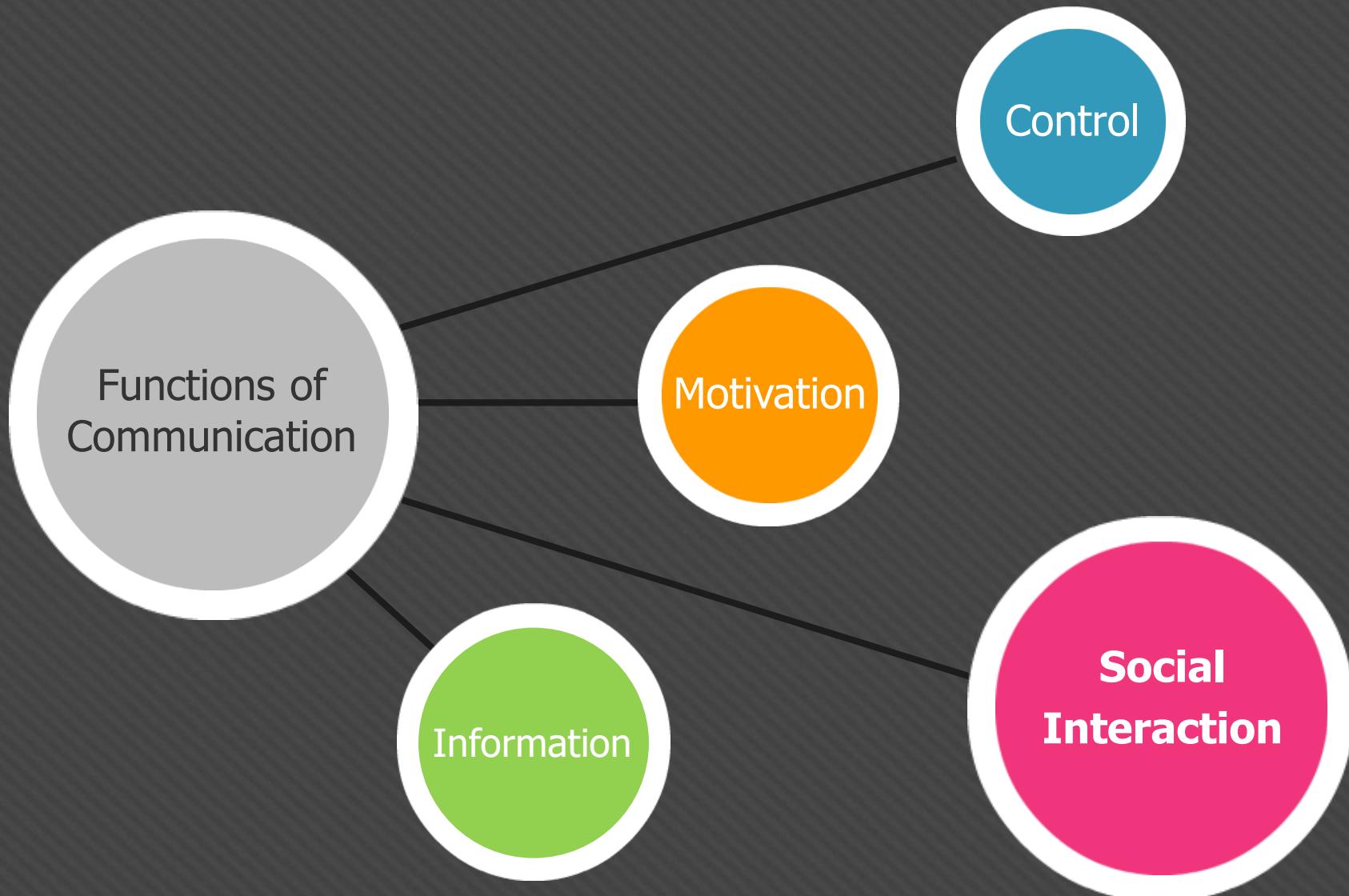
All the patterns, network, and systems of communications within an organization.





Functions Of Communication?

Four Functions of Communication



Four Functions of Communication

Cont'd

Control

Formal and informal communications act to control individuals' behaviors in organizations.

Motivation

Communications clarify for employees what is to be done, how well they have done it, and what can be done to improve performance.

Social Interaction

Social interaction in the form of work group communications provides a way for employees to express themselves.

Information

Individuals and work groups need information to make decisions or to do their work.



Basic Communication Process

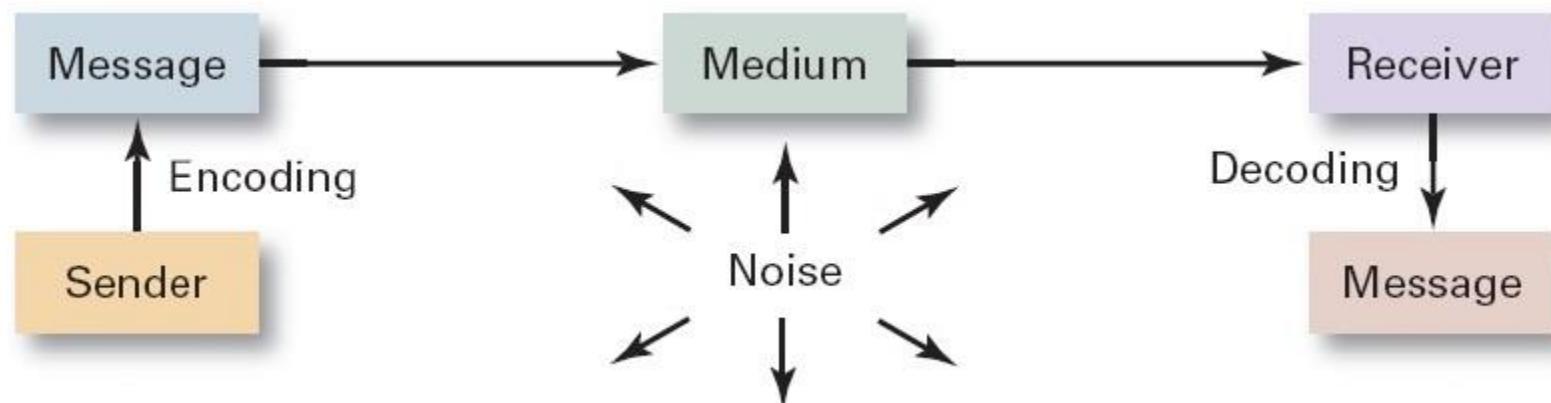
Basic Communication Process

“ Communication refers to the act by one or more persons of sending and receiving messages – distorted by noise- with some effect and some opportunity for feedback ”

Joseph Devito, "Communicology", 1978

Basic Communication Process

Cont'd

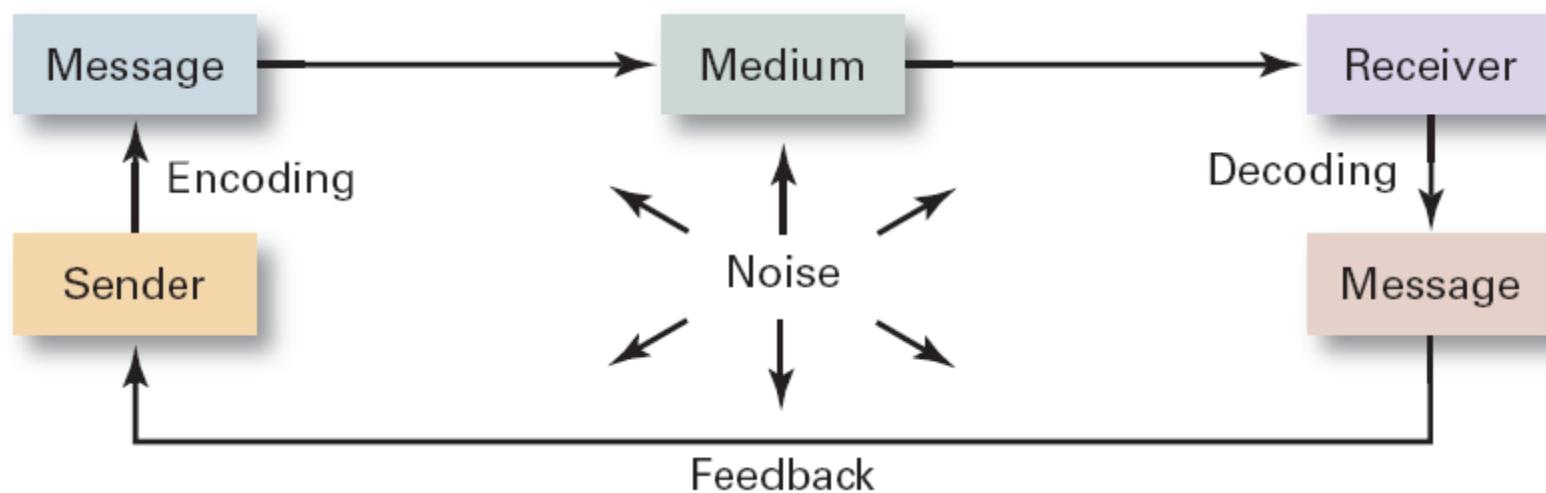


The Interpersonal Communication Process Diagram



Basic Communication Process

Cont'd



The Interpersonal Communication Process Diagram



Basic Communication Process

Cont'd

Message

- Source: sender's intended meaning

Encoding

- The message converted to symbolic form

Channel

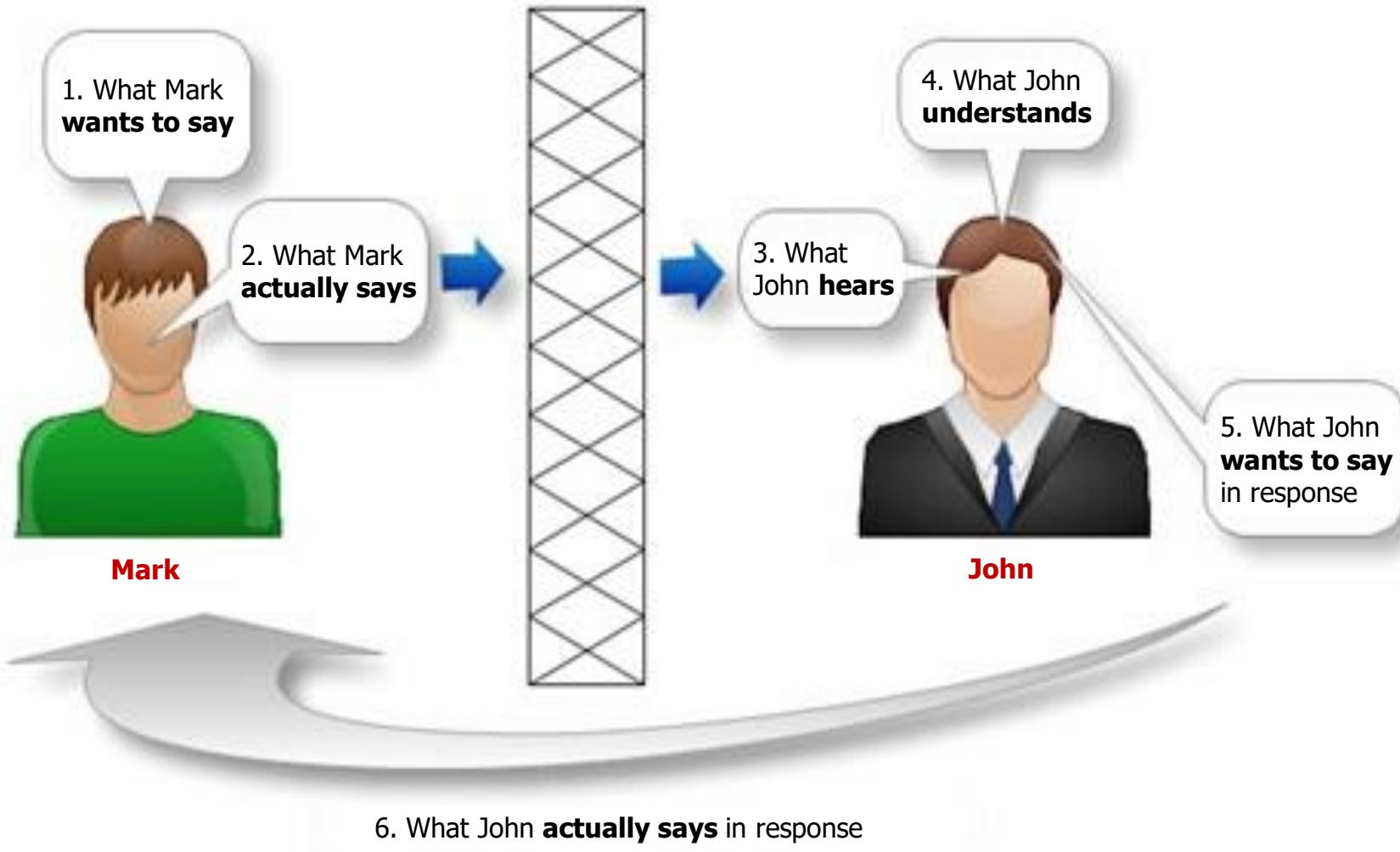
- The medium through which the message travels

Decoding

- The receiver's retranslation of the message

Noise

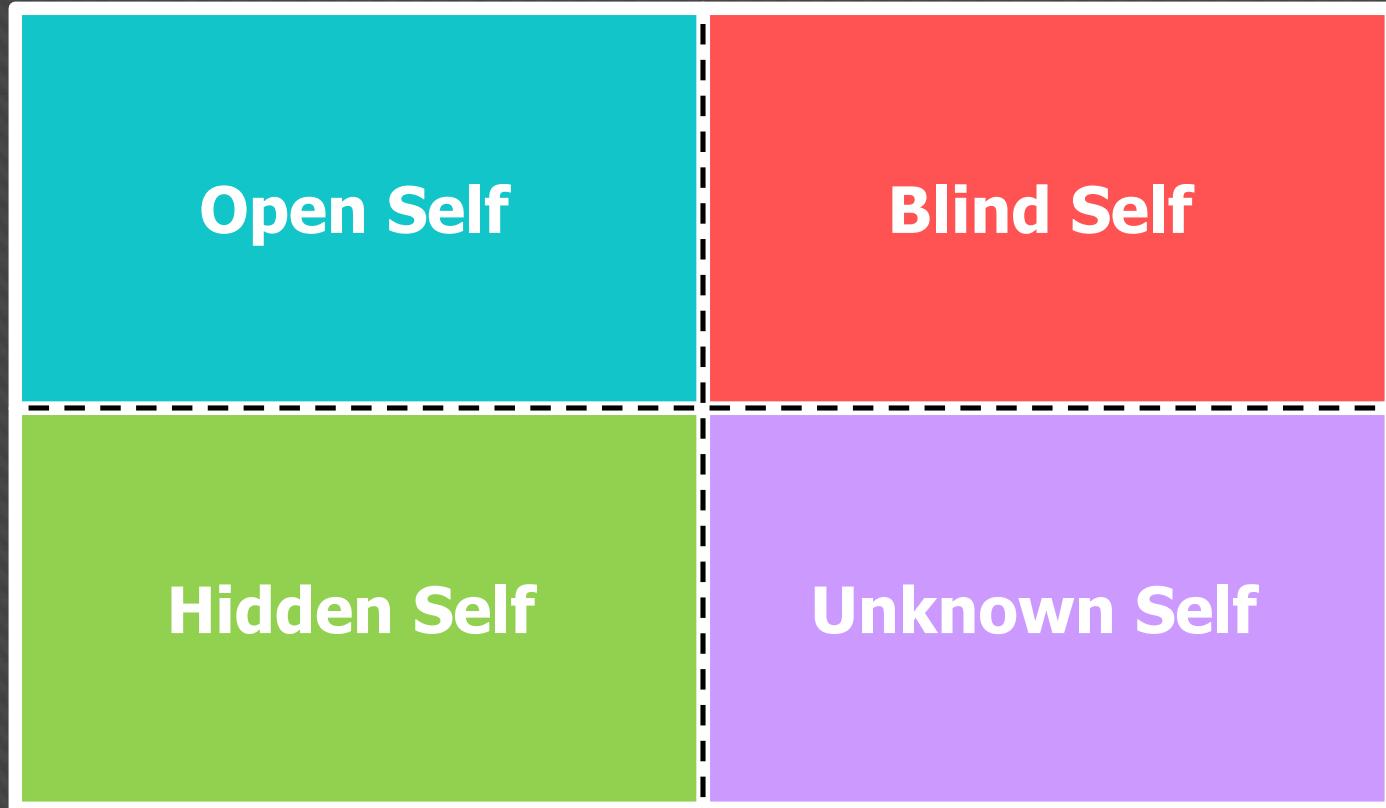
- Disturbances that interfere with communications





Johari Window

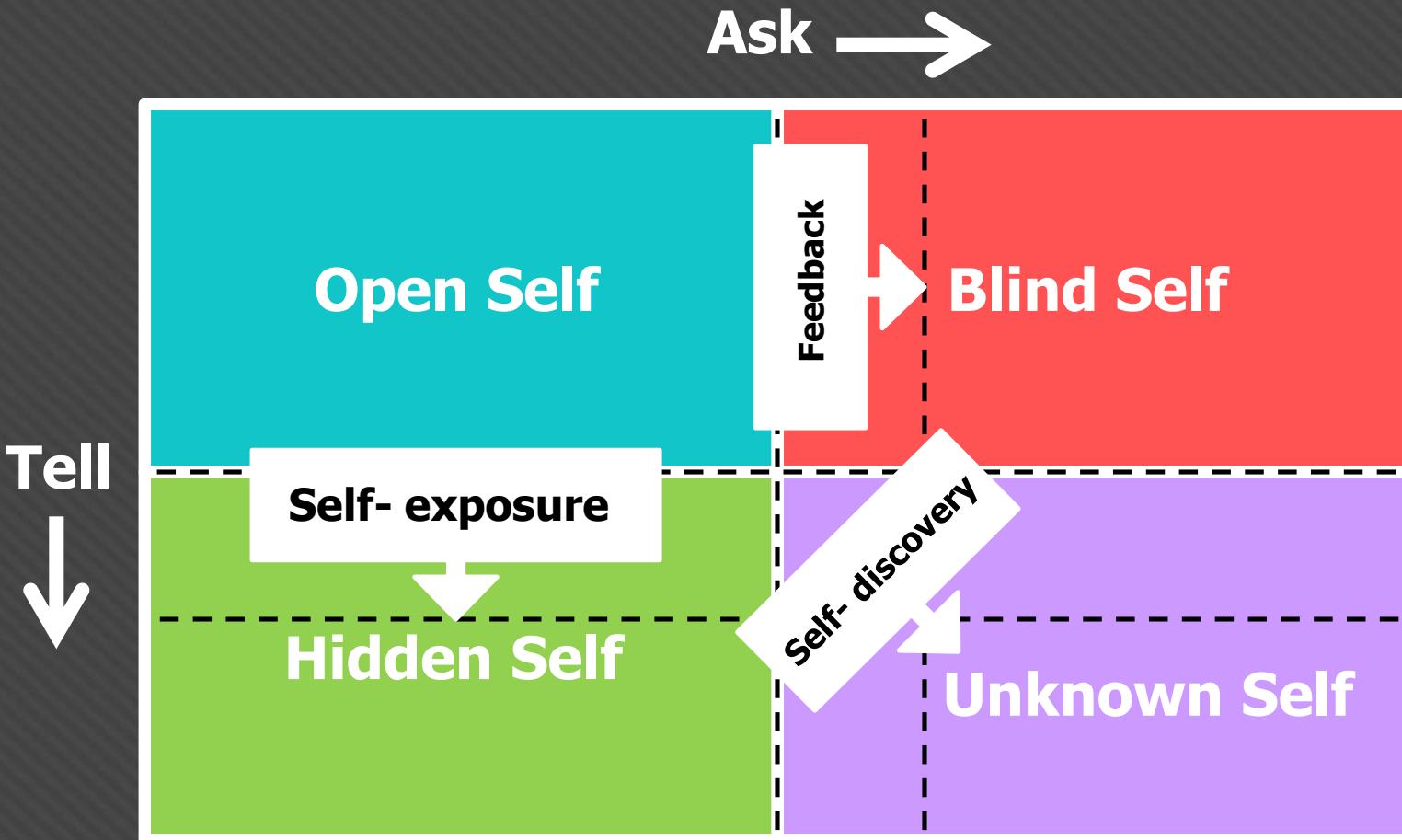
Johari Window



Joseph Luft & Harrington Ingham, 1955.

Johari Window

Cont'd

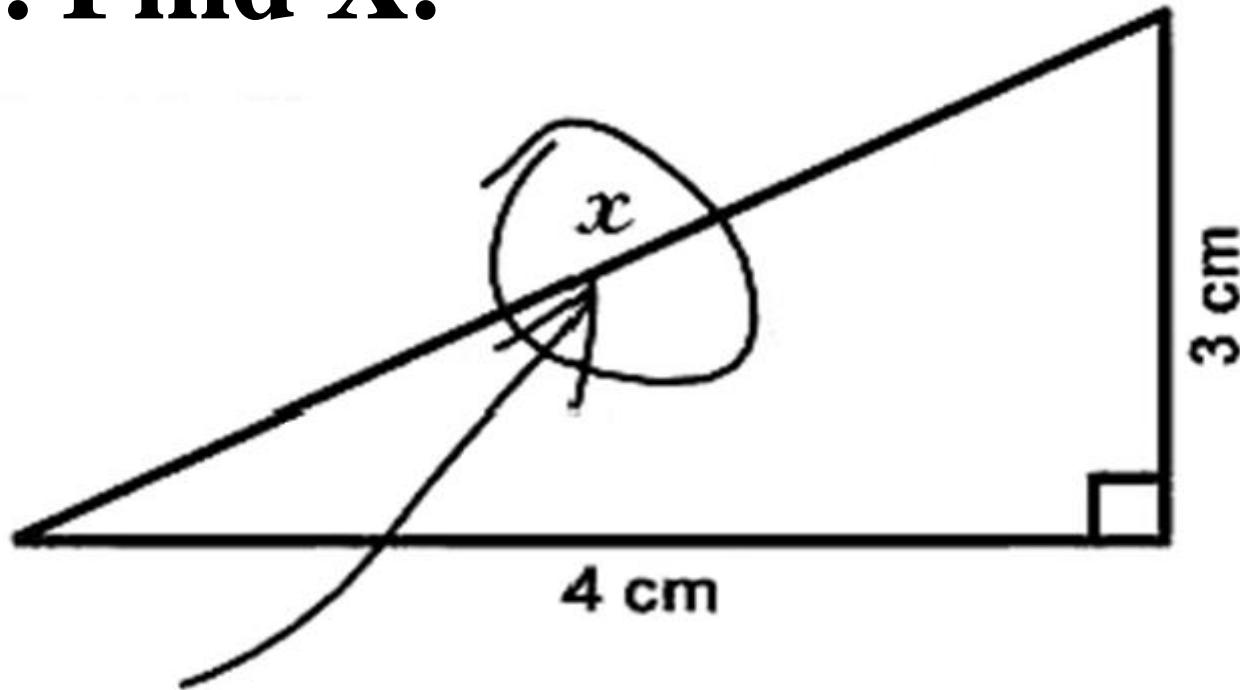


Johari Window Self-Assessment



Johari Window Questionnaire

3. Find X.



Here it is



● Doctor



June 30, 3:30 PM



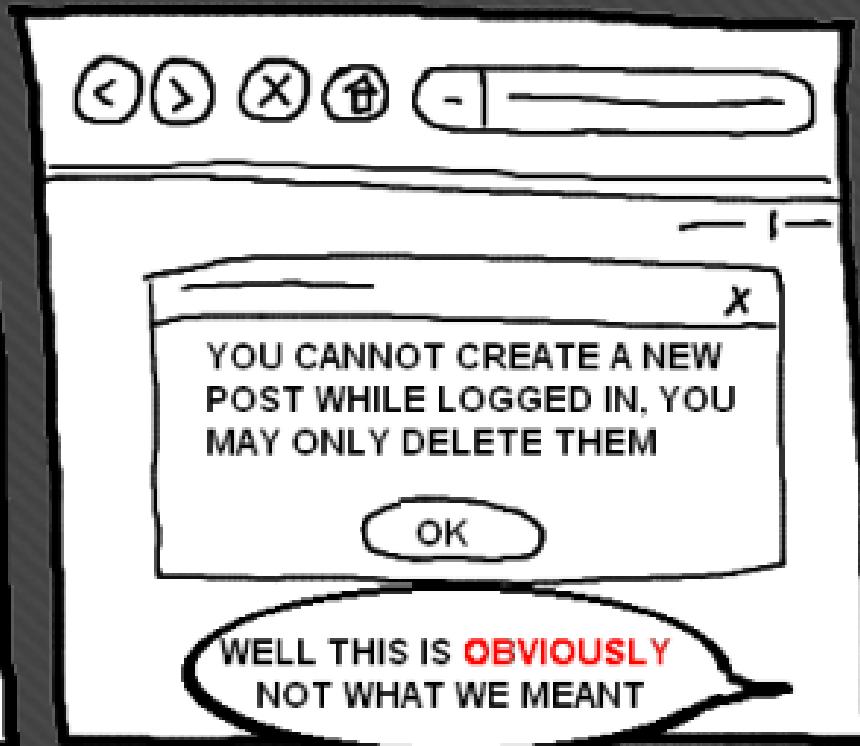
Hello Dr. how are you? 😎



1



2





7 Cs Of Communication

Activity



Rules:

1. Each group writes two related sentences of a story on a sheet of paper.
2. Fold the paper to cover the first sentence and pass the paper to the next group.

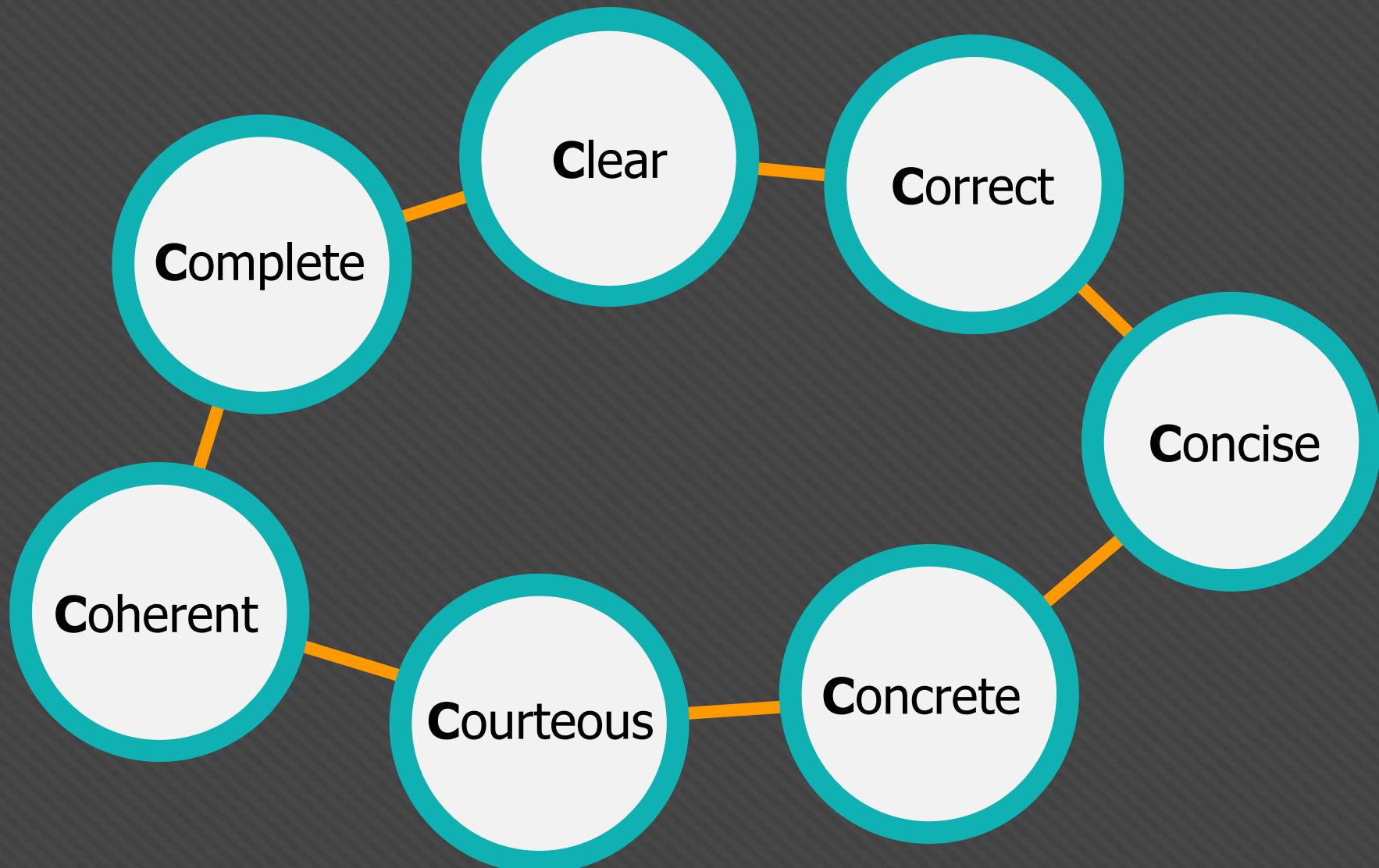
7 Cs of Effective Communication



“The Little Prince”, *Antoine de Saint Exupery*

7 Cs of Effective Communication

Cont'd





Building Relations

Building Relations



Establishing Rapport

1. Smile



2. Be Modest

3. Focus



Remember
Names





Communication Channels

Communication Channels

Face-to-face



Presentation



Videoconference



Telephone



Communication Channels

Cont'd

Text Message



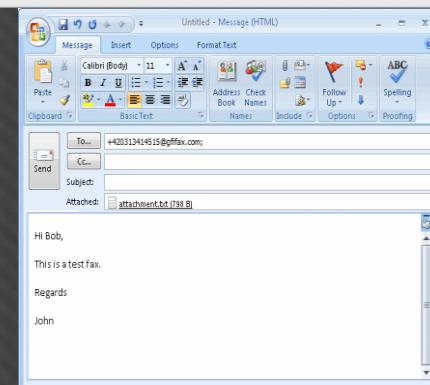
Fax



Bulletin Board/ Memo/ Publication



E-mail



Workshop



Case Study *Radio Shack and Blue Banana*

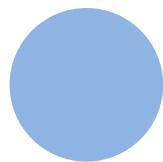


Types Of Communication

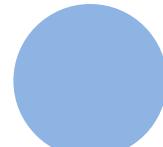
Types of Communication

A- Verbal Communication

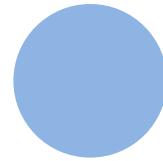
Oral Communication



Examples: Conversation, speeches, telephone calls and videoconferences



Advantages: Vivid, stimulating, difficult to ignore, flexible and adaptive



Disadvantages: Transitory and subject to misinterpretation

Types of Communication

Cont'd

A- Verbal Communication

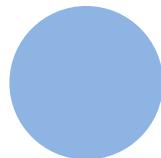
Written Communication



Examples: Letters, reports, text messages, e-mails and fax



Advantages: Less misinterpretation and precise



Disadvantages: Time consuming, inflexible and easier to ignore



Types of Communication

Cont'd

B- Nonverbal Communication

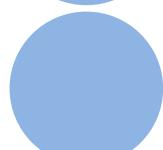
Communication that is transmitted without words



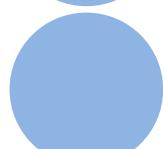
Sounds with specific meanings or warnings



Images that control or encourage behaviors



Situational behaviors that convey meanings



Clothing and **physical surroundings** that imply status

Types of Communication

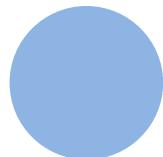
Cont'd

B- Nonverbal Communication

Communication that is transmitted without words



Body Language: Gestures, facial expressions, and other body movements that convey meaning.

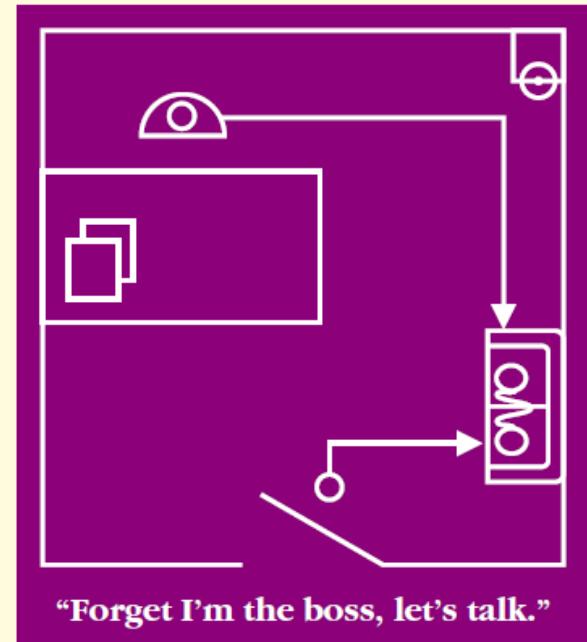
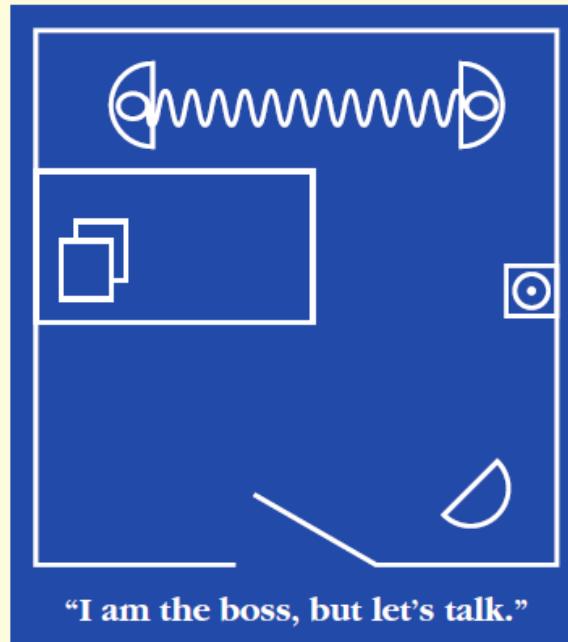
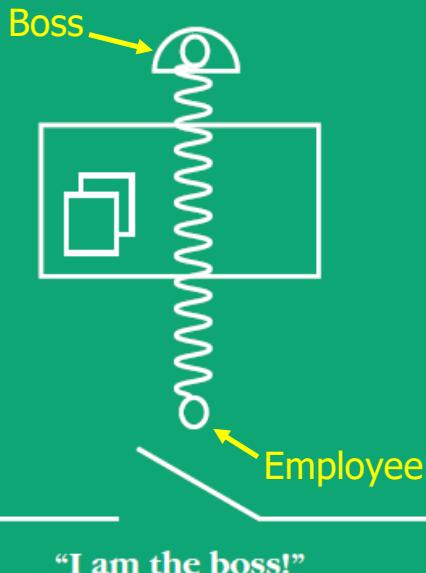


Verbal Intonation: Emphasis that a speaker gives to certain words or phrases that conveys meaning.

Types of Communication

Cont'd

B- Nonverbal Communication



Source: "Organizational Behavior", 7th Edition.

John R. Schermerhorn & James G. Hunt & Richard N. Osborn. John Wiley & Sons, Inc.

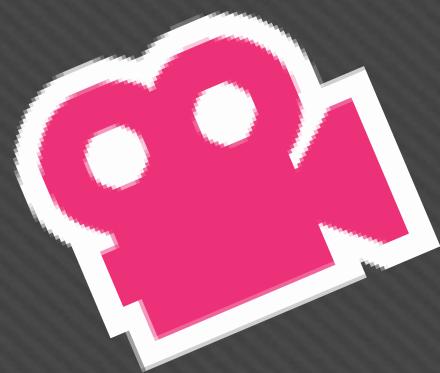
Figure 4.5: Furniture placement and nonverbal communication in the office. P-193.

Activity



What is your birthday?

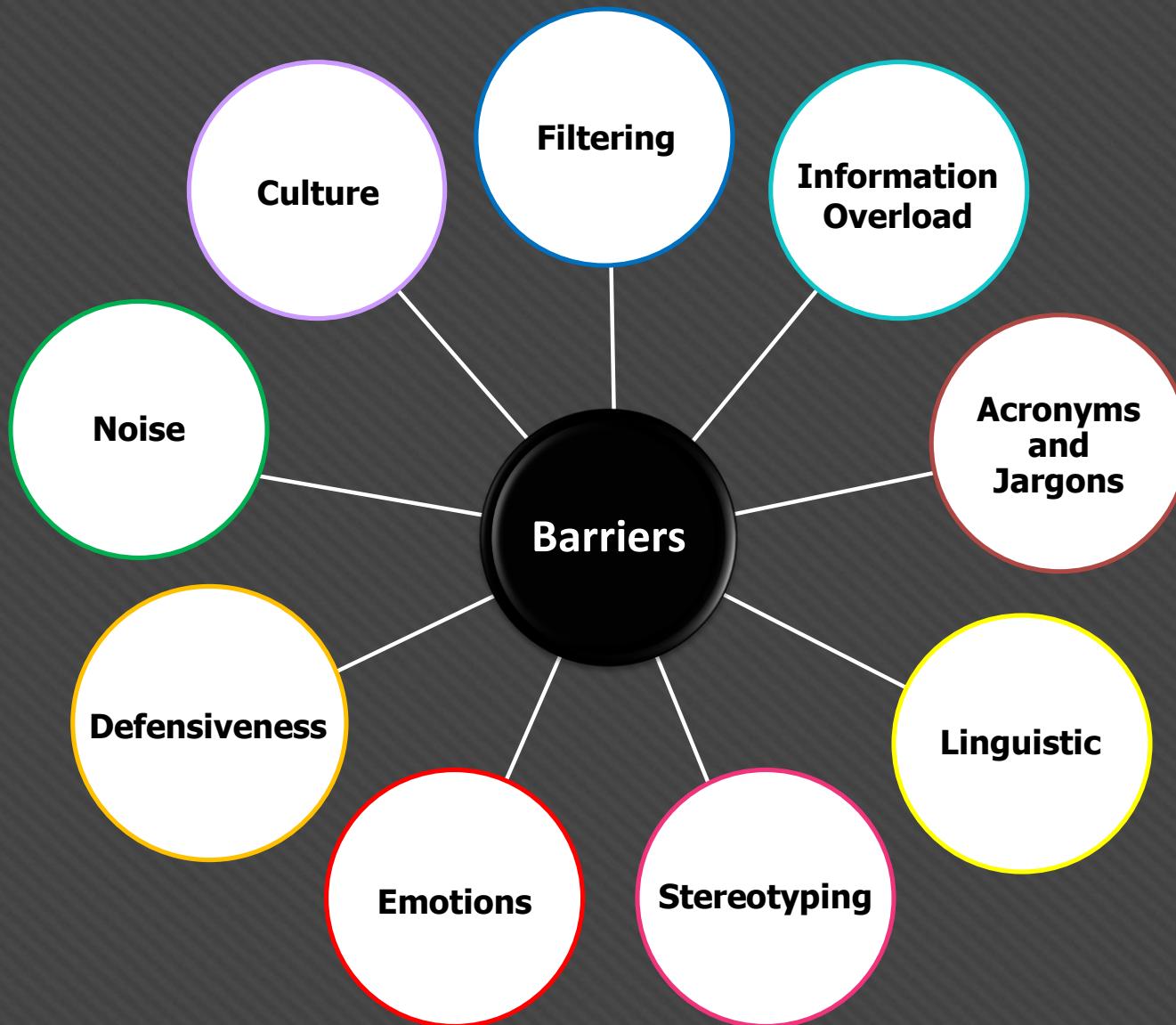






Barriers To Communication

Barriers to Communication



Barriers to Communication

Cont'd

Filtering

The manipulation of information to make it appear more favorable to the receiver.

Information Overload

Being confronted with a quantity of information that exceeds an individual's capacity to process it.

Acronyms and Jargons

Using abbreviations formed from the initial letters of other words and pronounced as a word (e.g. *FIFA*, *NASA*).

Or using special words or expressions used by a profession or group that are difficult for others to understand.

Barriers to Communication

Cont'd

Linguistic

The different meanings of, specialized ways in which senders use words and distinct accents can cause receivers to misinterpret their messages.

Stereotyping

Generalizations, or assumptions, that people make about the characteristics of someone or something.

Emotions

Disregarding rational and objective thinking processes and substituting emotional judgments when interpreting messages.



Barriers to Communication

Cont'd

Defensiveness

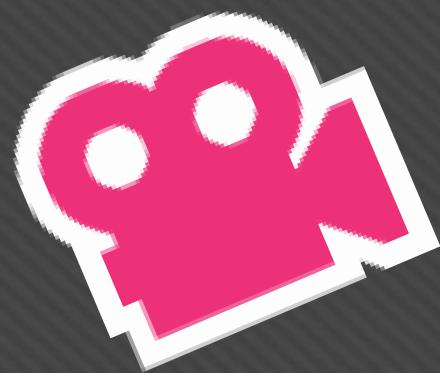
When threatened, reacting in a way that reduces the ability to achieve mutual understanding.

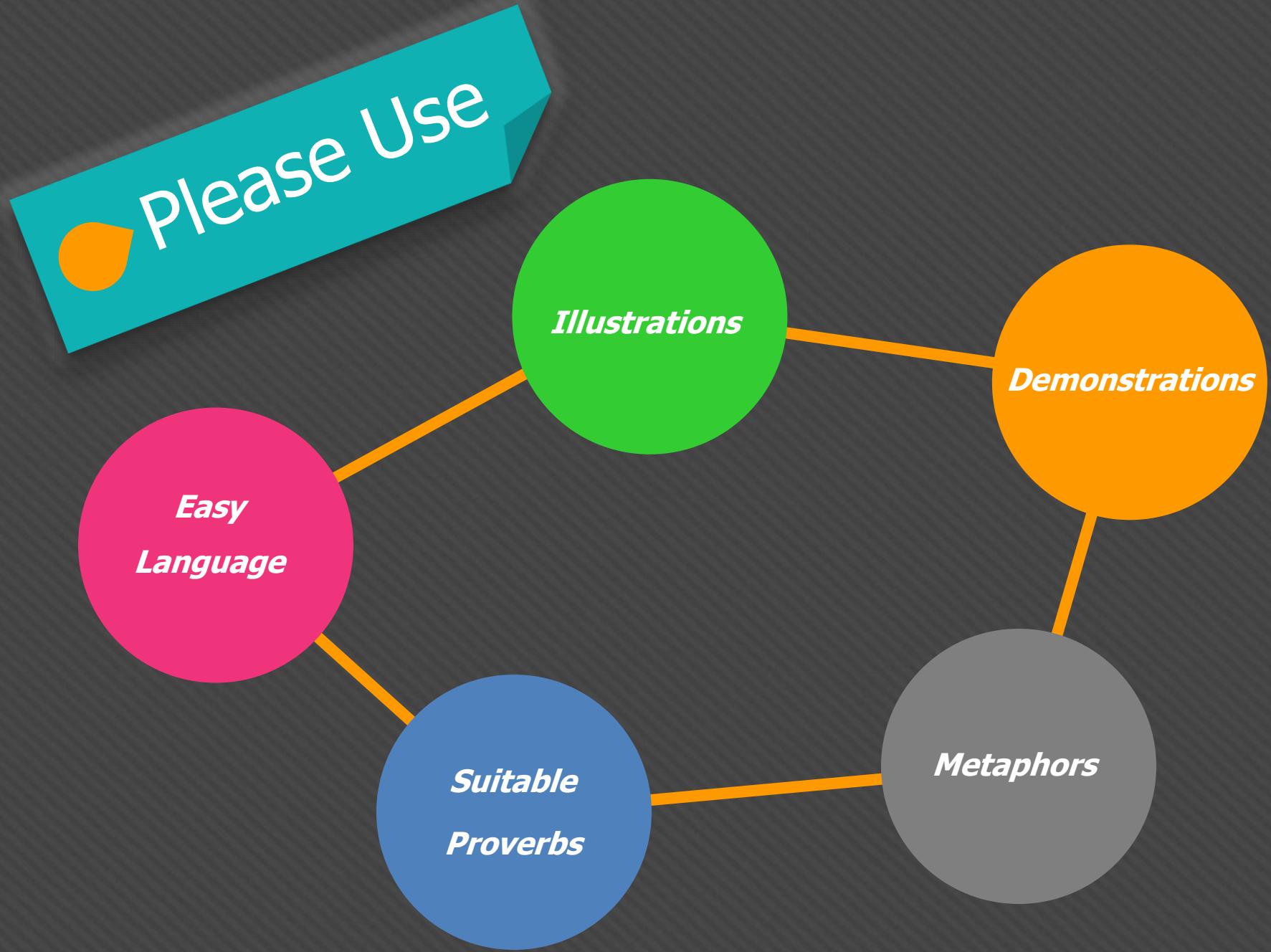
Noise

Is the kind of noise that is caused by some physical objects.

Culture

Culture influences the form, formality, openness, patterns and use of information in communications.





Activity



What is your metaphor?





Active Listening



Active Listening



Hearing



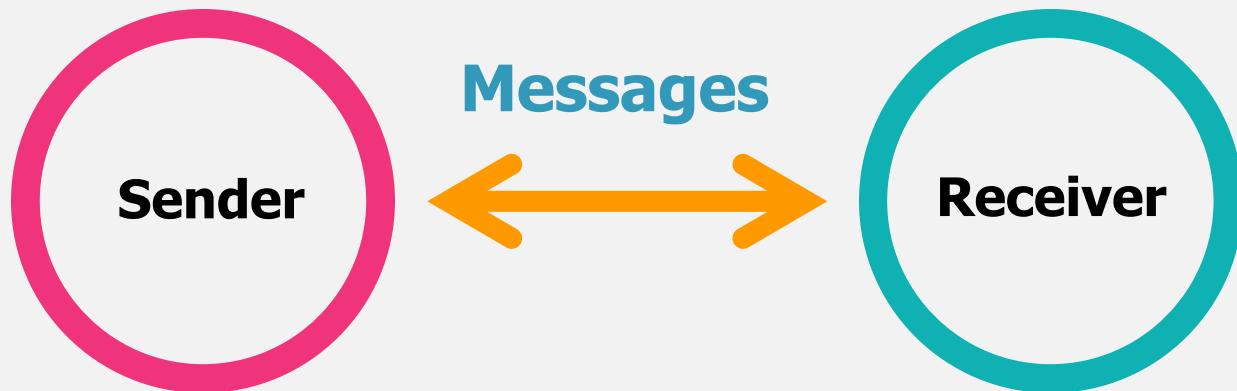
On-Off Listening



Listening

Active Listening

Cont'd



- Avoid interrupting speaker
- Avoid distracting actions/
gestures
- Avoid over-talking
- Confirm understanding
- Paraphrase
- Ask questions
- Make eye contact
- Affirmative head nods and
appropriate facial expressions

Feedback



Feedback

Feedback could be acknowledgment, evaluation or another message.

- Feedback needs to be objective, fair and action-oriented.
- Communicate directly to the person, and ASAP.
- Choose where, when and how carefully.
- Show respect and carefully choose your words.

Criticism





Criticism

Six Filters for Criticism

1. Is the person in any shape to receive this criticism right now?
2. Are you willing to stick around long enough to pick up the pieces?
3. How many times has the person heard this criticism before? (The “nag” factor)



Criticism

Cont'd

Six Filters for Criticism

4. Can a person do anything about it?
5. Are you positive that none of your own hang-ups, needs, hurts, or fears are causing you to make this criticism?
6. Are you sure that what this person needs is another criticism? Would they better off or better motivated to change by some appreciation or validation instead?



Techniques of Communication

Increasing the Effectiveness of Communication

1- Art of Questioning

2- Effective Word

1- Art of Questioning

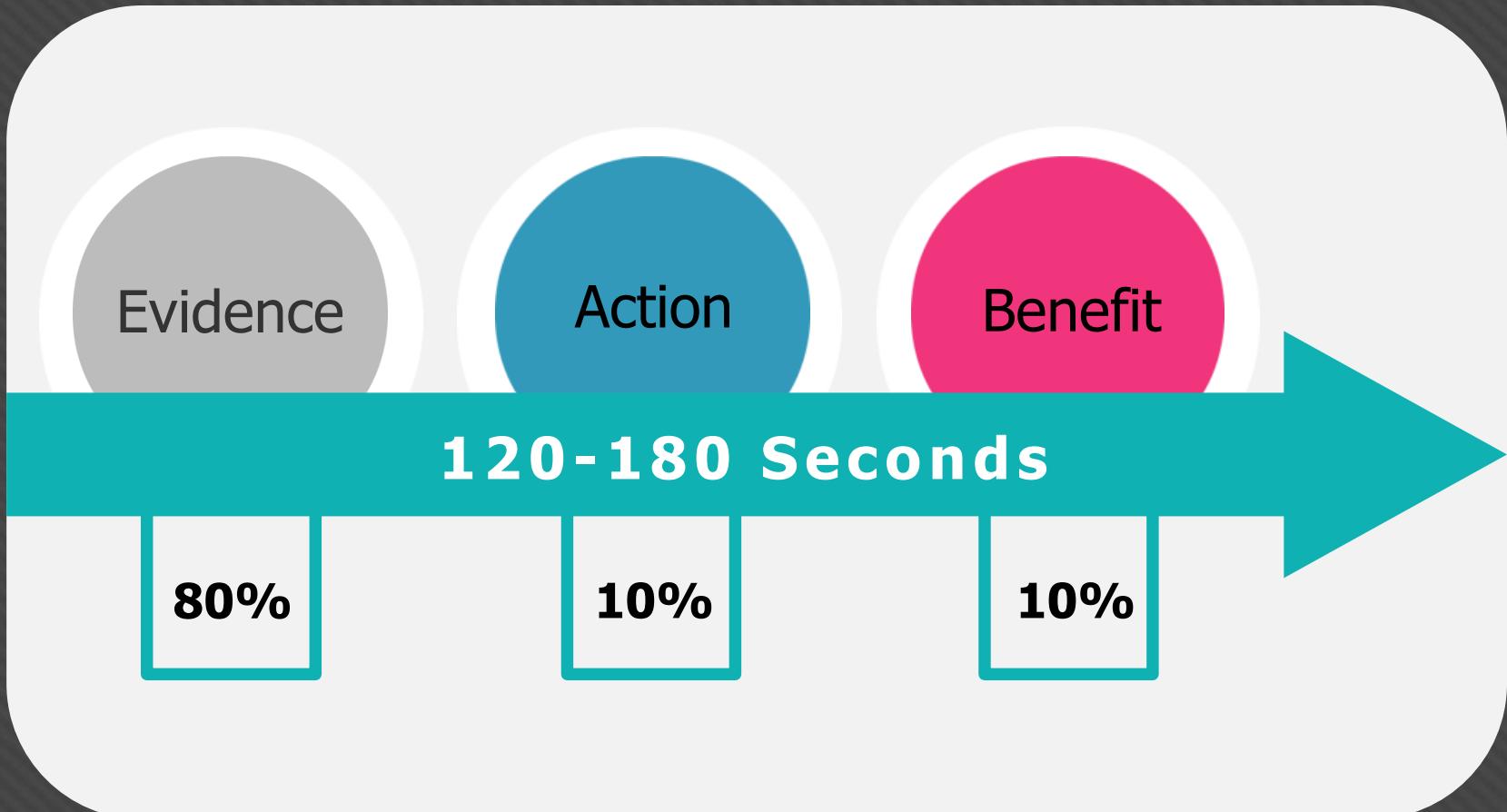
Closed Ended Questions

- How old are you?
- What is the temperature for today?
- How many continents in the world?

Open Ended Questions

- How was the instructor?
- What is your opinion about work-life balance?
- How can we save energy?

2- Effective Word



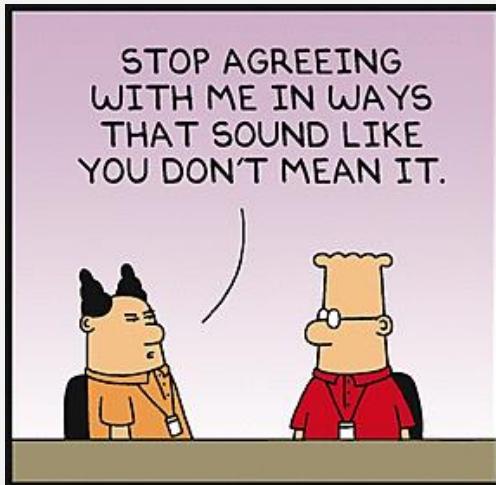


Factors Affect Communication Quality

- 1- Credibility**
- 2- Perception**

What is Credibility?

Credibility is the quality of being trusted and believed in.



5/3/15 © 2015 Scott Adams, Inc. /Dist. by Universal Uclick



Stages of Credibility

Initial Credibility:

Often is perceived from the person's title or position.

Derived Credibility:

Based on what takes place during the communication.

Terminal Credibility:

Follows the communication process.



Dimensions of Credibility

1. Competence

- The more intelligent or knowledgeable a person the more credible he appears
- Competence is subject-centered

2. Moral Character

- Believable people possess 'high moral' characters – those we can trust

3. Sociability

- People who have large network are often believed
- Negative and unpleasant personalities are less believed



Dimensions of Credibility

Cont'd

4. Intention

- Motives are important in determining credibility
- Salesperson's attempts are often doubted because intentions are perceived as 'selfish'

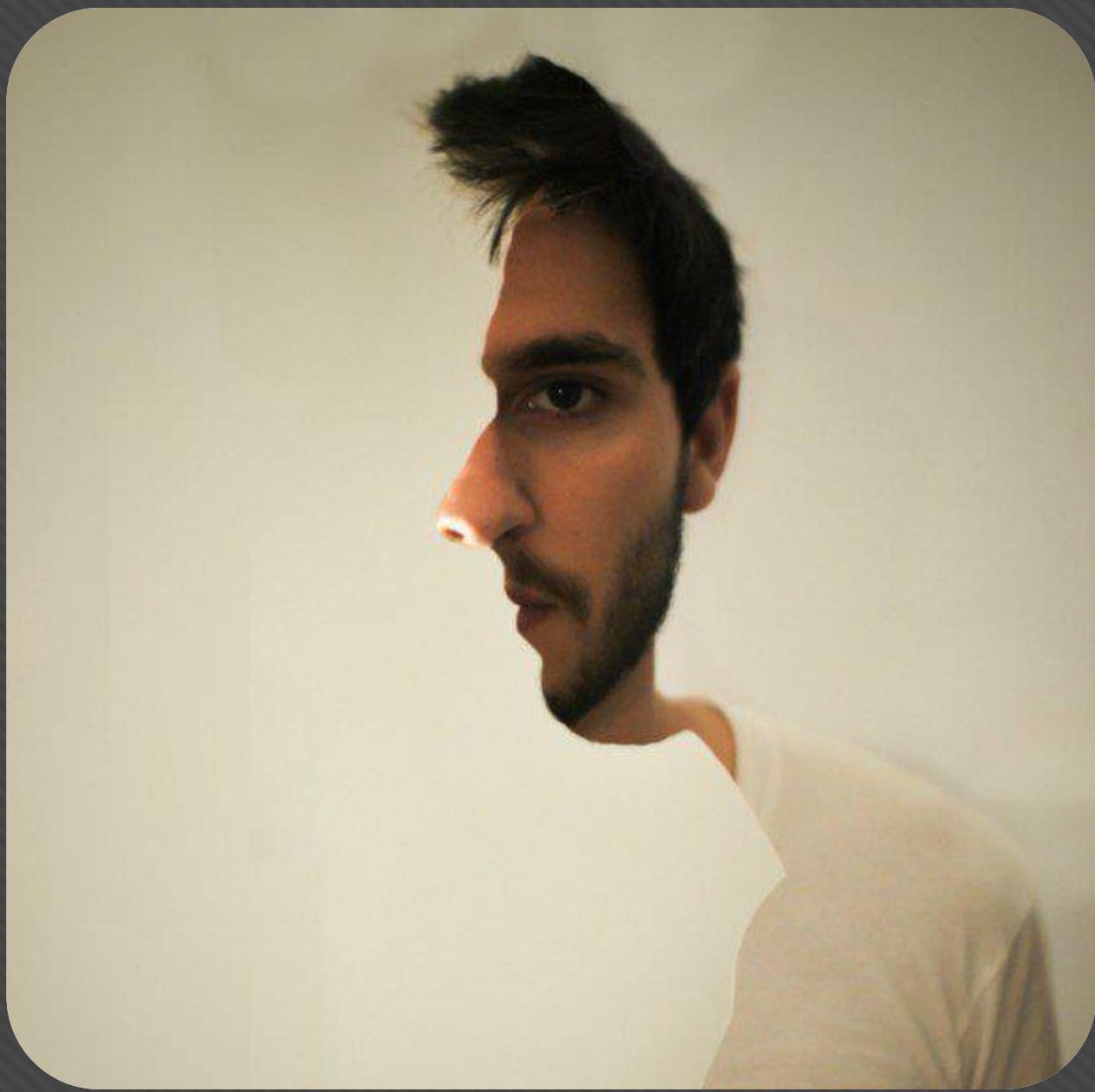
5. Dynamism

- Shy, introverted people are less credible
- General perception: Dynamic people express their opinions openly and honestly





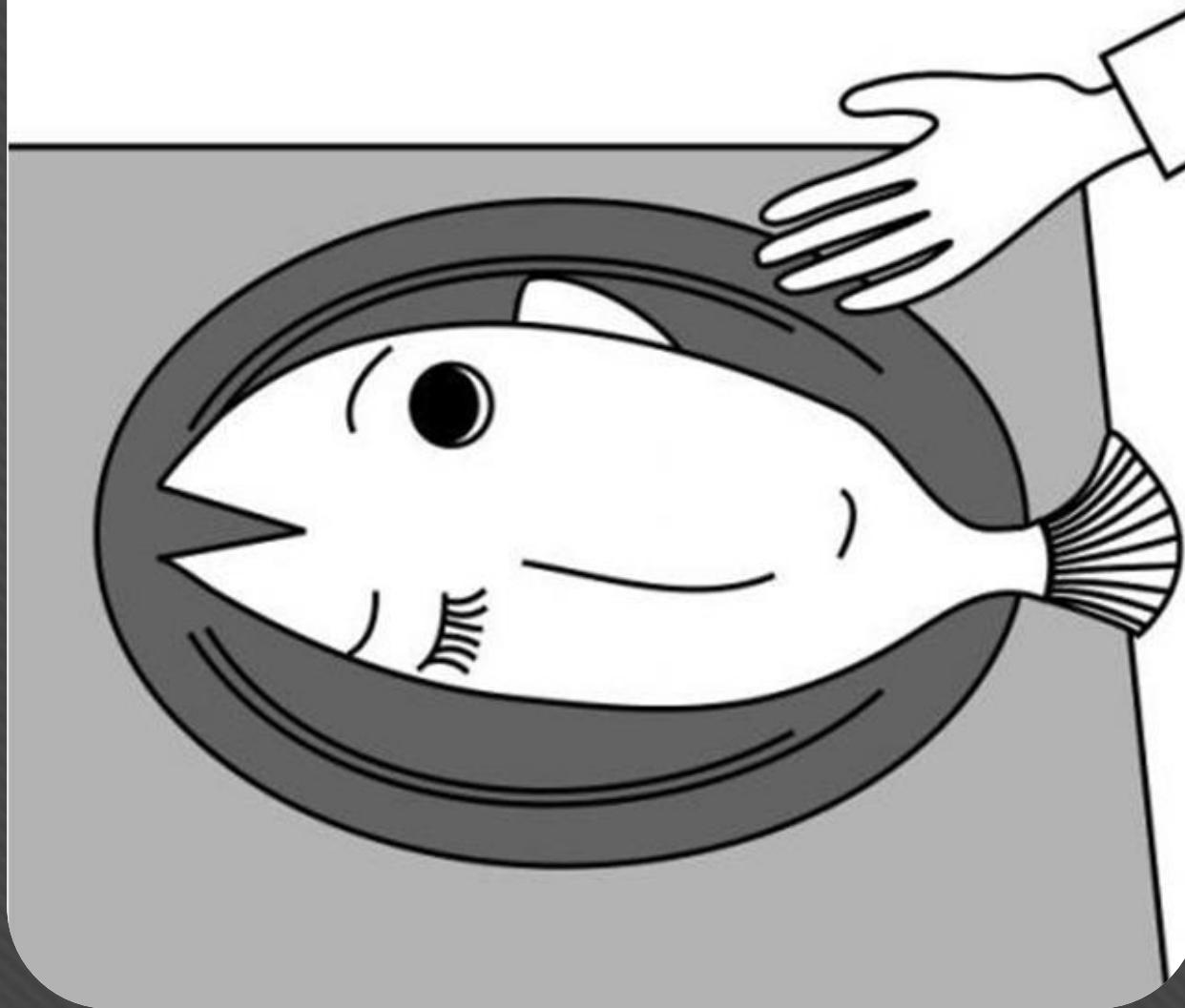




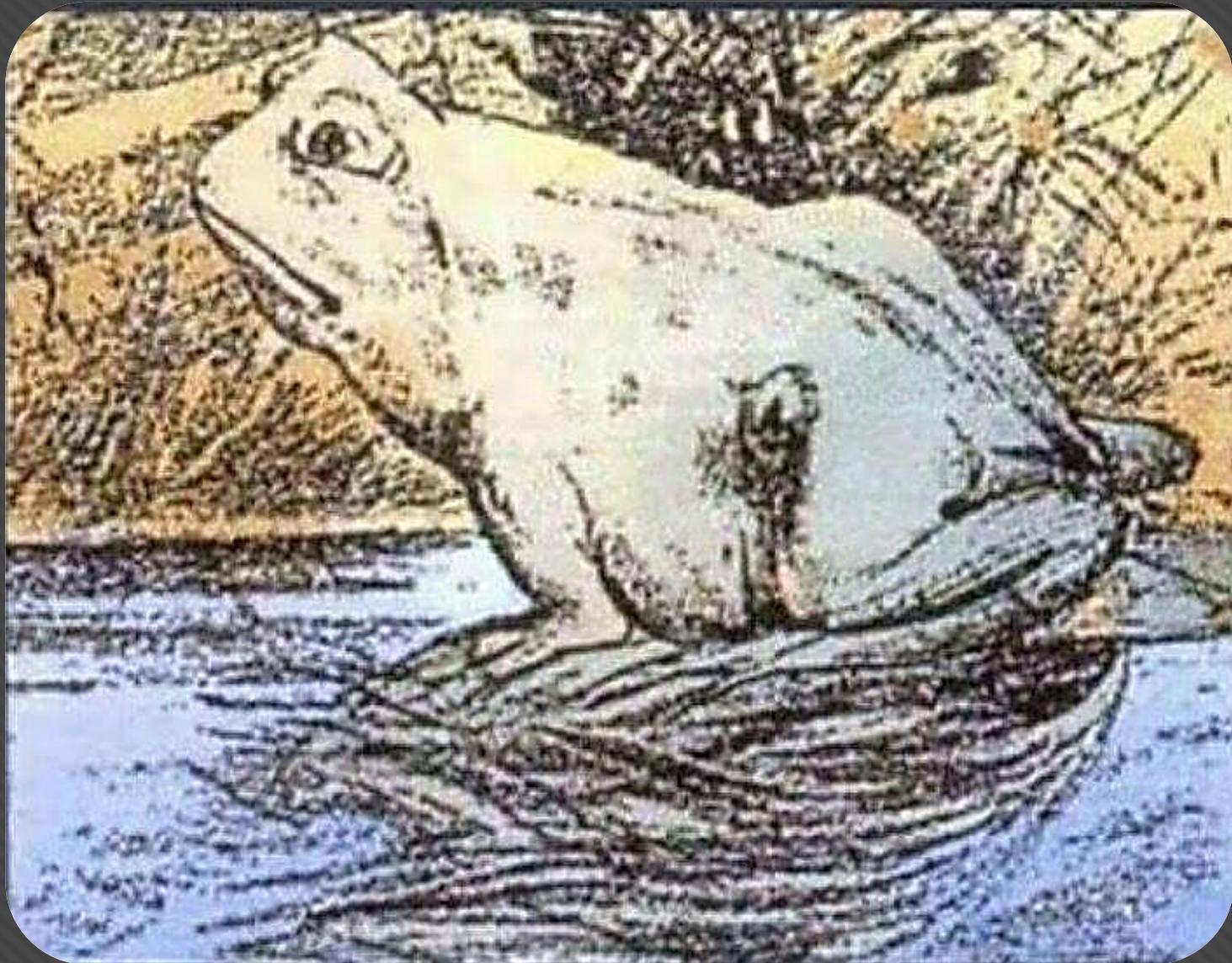
Teach
Learn

FISH

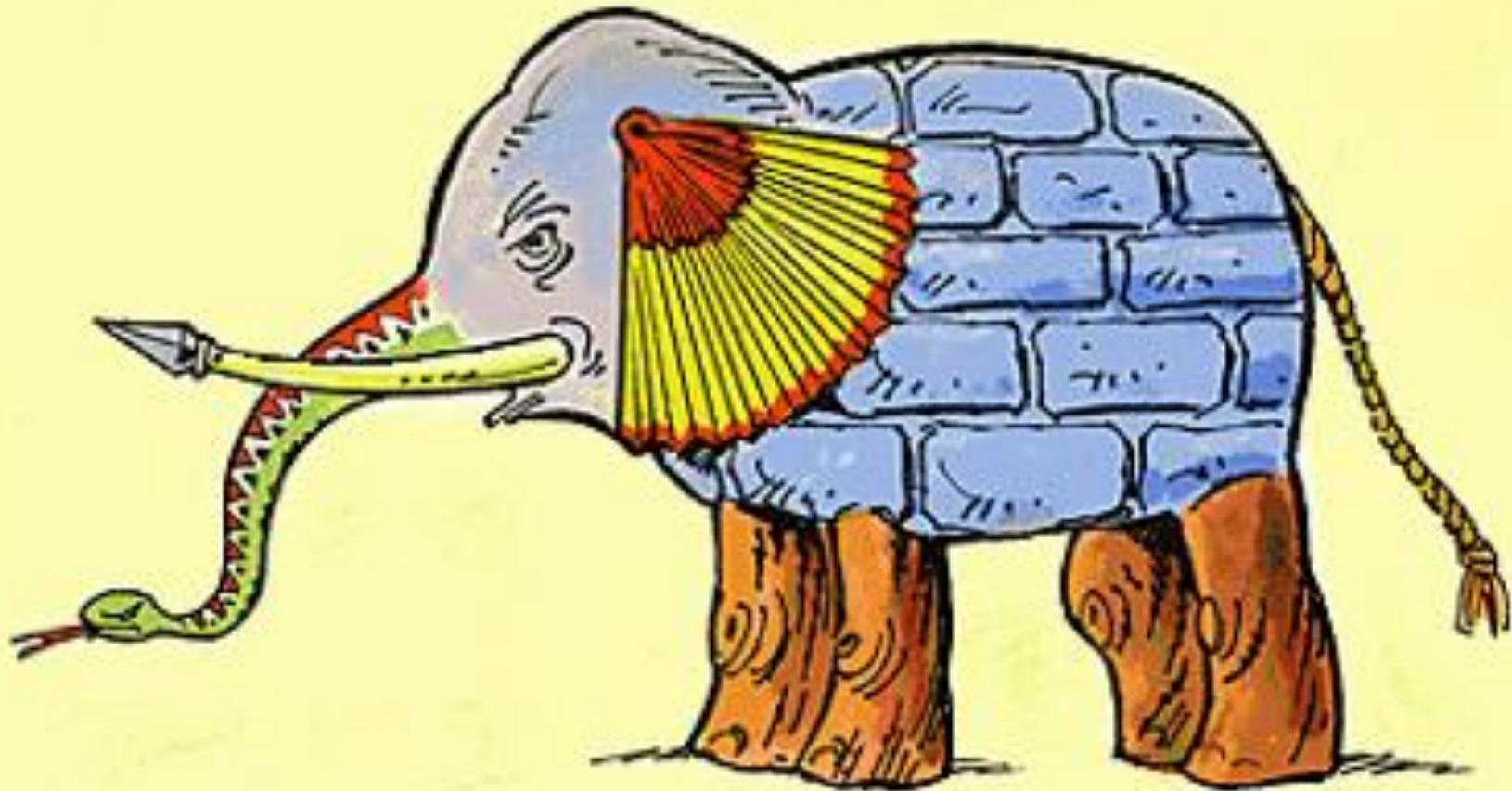
AK





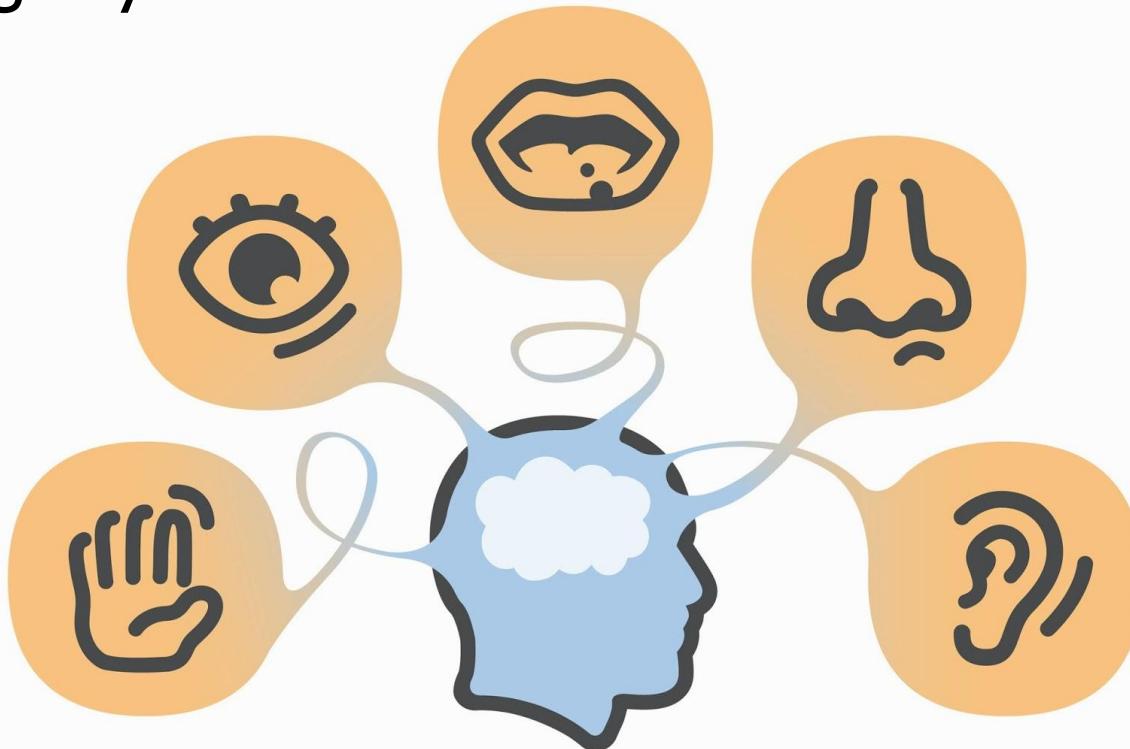




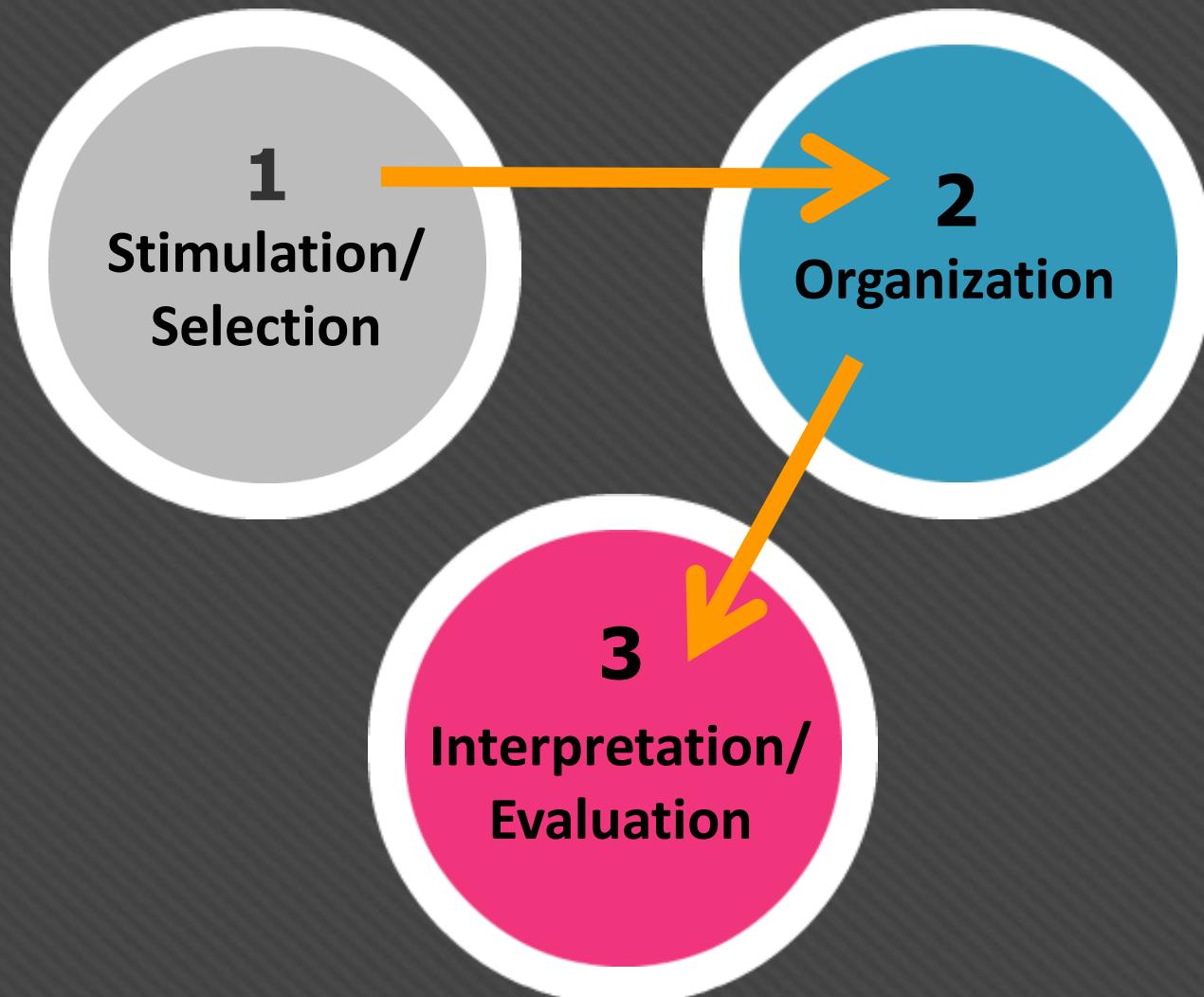


Perception

The process of interpreting the environment using my senses.



Stages of Perception



Perception Quality

Factors affecting the quality of perception:

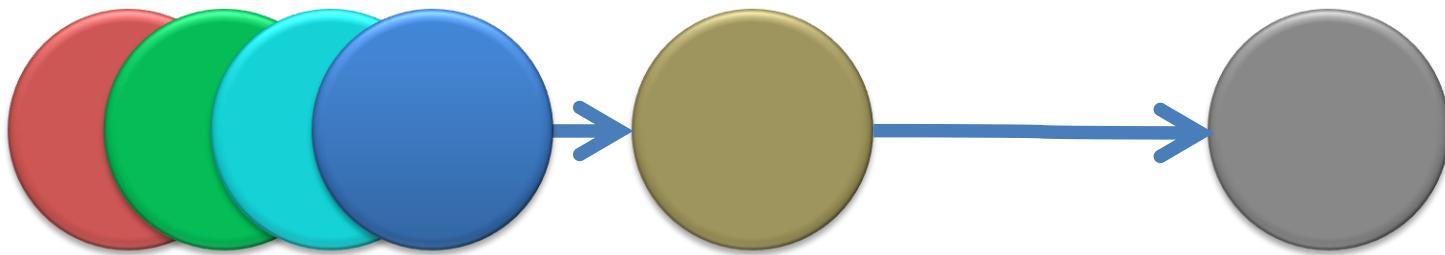
- Experience
- Motivational state
- Emotional State
- Ambiguity
- Social status
- Culture
- Education



Perception Checking

Observation . . . Evaluation

Clarification









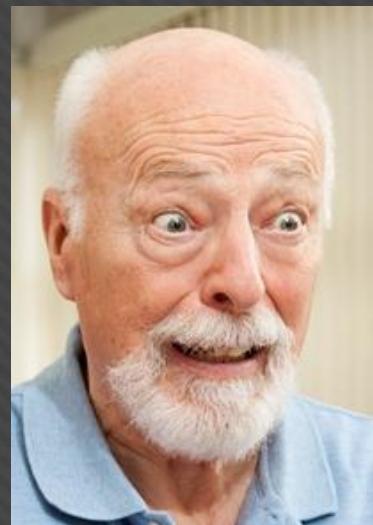
































Ladder of Inference

Ladder of Inference

I am standing before the executive team, making a presentation. They all seem engaged and alert, except for *Larry*, at the end of the table, who seems bored out of his mind. He turns his dark, morose eyes away from me and puts his hand to his mouth.

He doesn't ask any questions until I'm almost done, when he breaks in: "I think we should ask for a full report." In this culture, that typically means, "Let's move on." Everyone starts to shuffle their papers and put their notes away. *Larry* obviously thinks that I'm incompetent - which is a shame, because these ideas are exactly what his department needs. Now that I think of it, he's never liked my ideas. Clearly, *Larry* is a power-hungry idiot. By the time I've returned to my seat, I've made a decision: I'm not going to include anything in my report that *Larry* can use. He wouldn't read it, or, worse still, he'd just use it against me. It's too bad I have an enemy who's so prominent in the company.

Ladder of Inference

Cont'd



I take actions based on my beliefs

I adopt beliefs about the world

I draw conclusions

I make assumptions based on these meanings

I add meanings

I select some of this to focus on

I observe actions and speech

Our beliefs affect the data we select next time

Figure. Ladder of Inference. Based on Ross (1994) p. 243)



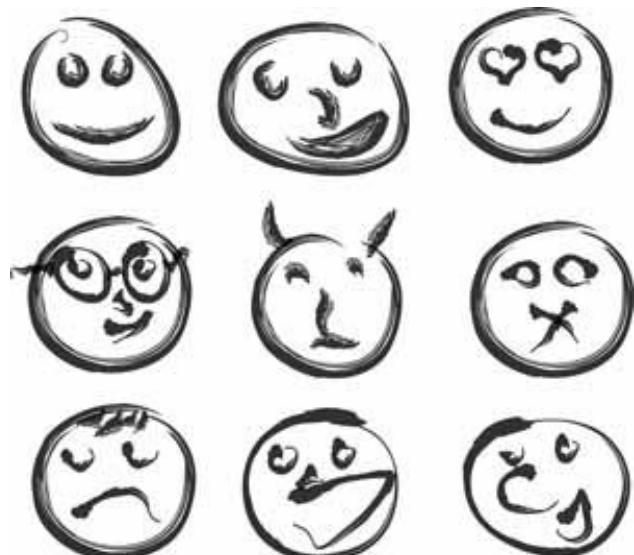
Emotional Intelligence

What Are Emotions?

A feeling state involving thoughts, physiological changes, and an outward expression or behavior.

To show the effect of ideas on emotions, I would suddenly state, in the middle of a class, that we were going to have an unannounced quiz right then which would count towards your final grade.

The two emotions that automatically emerged every time were: **anxiety and anger**.



Emotions - Example

Jasmin comes to a business meeting and is severely criticized by her boss for certain “mistakes” that caused the company to lose an important account. In reality, she was not to blame. It was the project leader who messed up the account, including acting against her advice in several important respects, and then told the boss that the outcome was Jasmin’s fault.

The main, immediate, automatic emotion Jasmin will feel will be anger, because a grave injustice was committed towards her. The object was the attack. If asked what was upsetting, Jasmin could cognitively identify one key fact: the attack was based on false information. If asked what value was violated, Jasmin would say: justice!

Let's ask Jasmin:

- How would you have felt if the boss had, instead of attacking you, attacked the project leader?

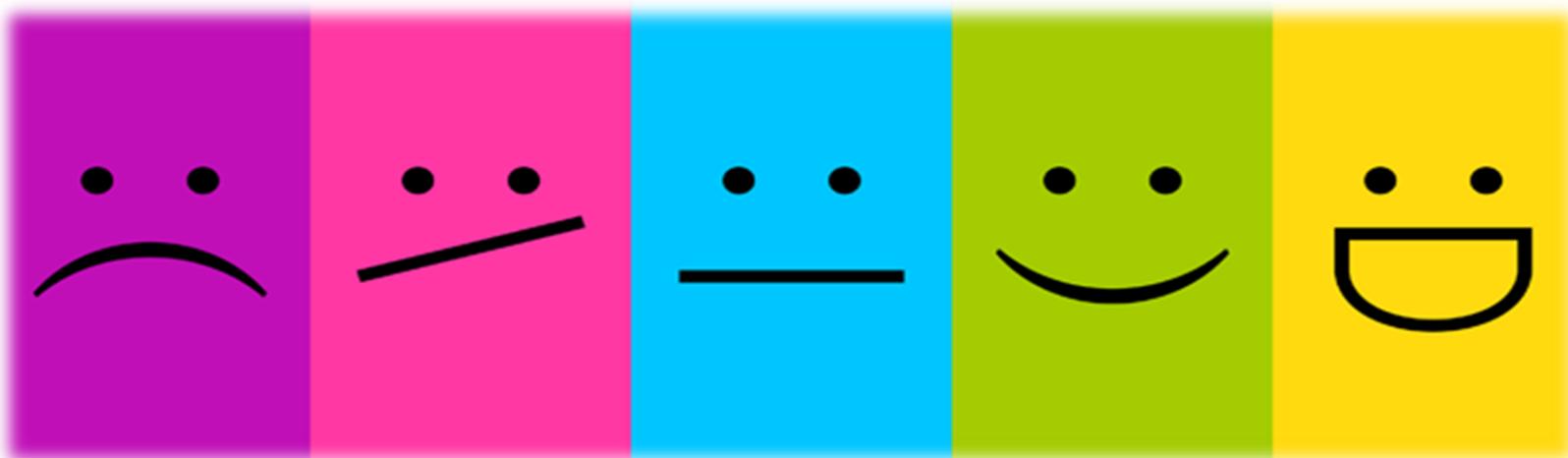
Ask yourself:

- Can contradictory situations generate the same feeling?

The Emotionalist

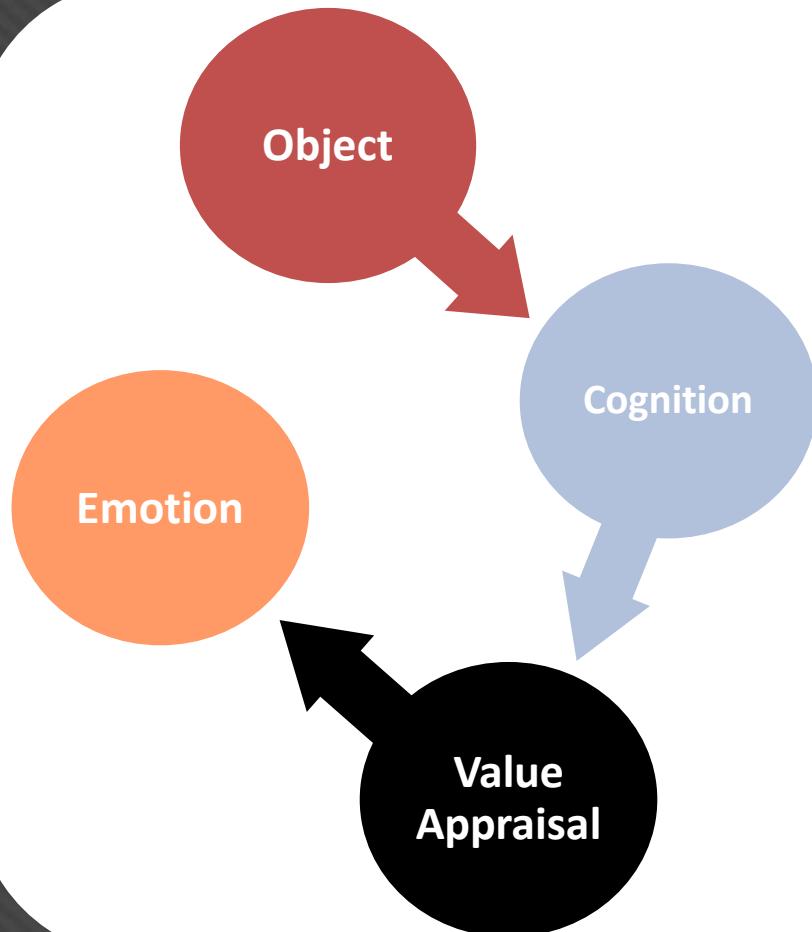
The Emotionalist:

An “emotionalist” is someone who will swing wildly from one impulse to the next with no sense of purpose or long range goal.



*What do you think about such person?

The Universal Pattern Of Every Emotion



The crucial point here is that the two middle stages, cognition and value appraisal, are automatic and subconscious, So what one consciously experiences is:
Object → Emotion.

Multiple Emotions

It is possible to experience more than one emotion toward an object, especially a person, at the same time.



Multiple Emotions – Case Study

Imagine an employee who cannot be located for three days. Then he comes into the office with a brilliant marketing plan that could save the company.

The manager might experience three different emotions:

- Anger
- Relief
- Elation

If you have a smart boss you might feel:

- Admiration
- Jealousy



The Mood

- Most of the time a **mood** is enduring because the object is omnipresent, such as money, unpleasant boss, replaying event, loss of job or loss of partner.
- Sometimes the cause of a mood is not known but that does not mean it cannot be identified, just introspect backwards in time.

Emotions Vs. Moods

Emotions

- Caused by specific event
- Very brief in duration (seconds or minutes)
- Specific and numerous
- Usually accompanied by distinct facial expression
- Action-oriented

Moods

- Cause is often general and unclear
- Last longer than emotions (hours or days)
- More general – positive or negative
- Generally not indicated by distinct expressions
- Cognitive in nature

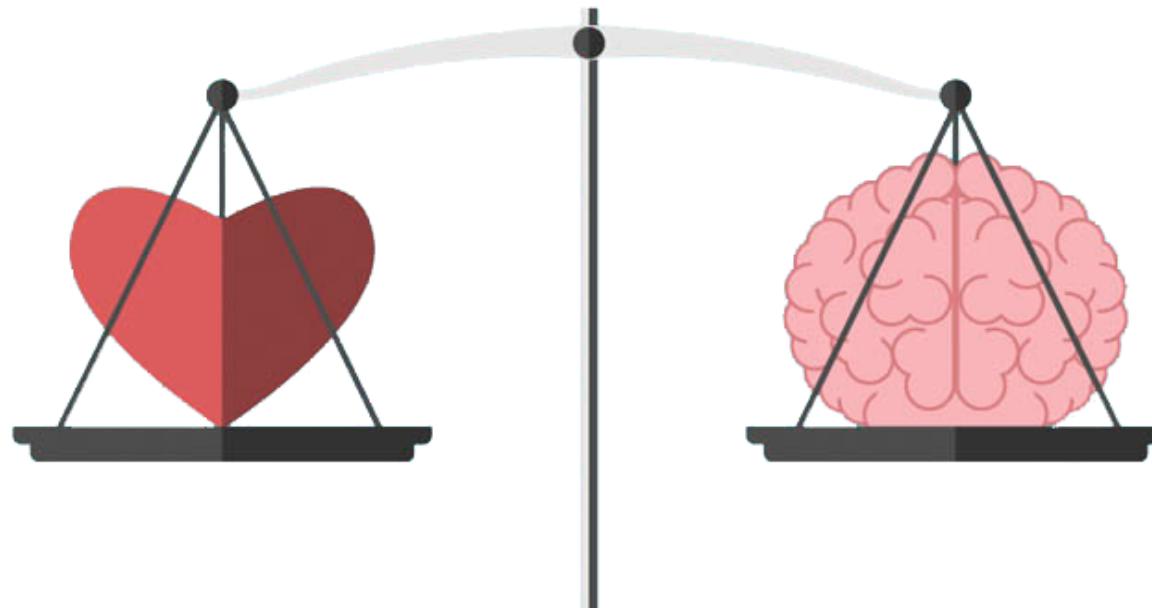


Sources of Emotions and Moods

- Personality
- Day of the Week and Time of the Day
- Weather
- Stress
- Social Activities
- Sleep
- Unemployment

Emotions

Do Emotions Make Us Irrational?

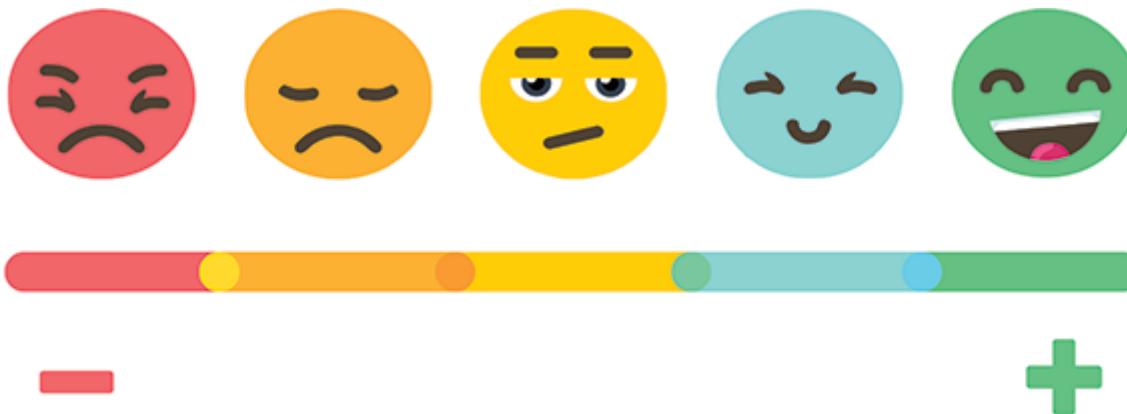


Emotional Intelligence

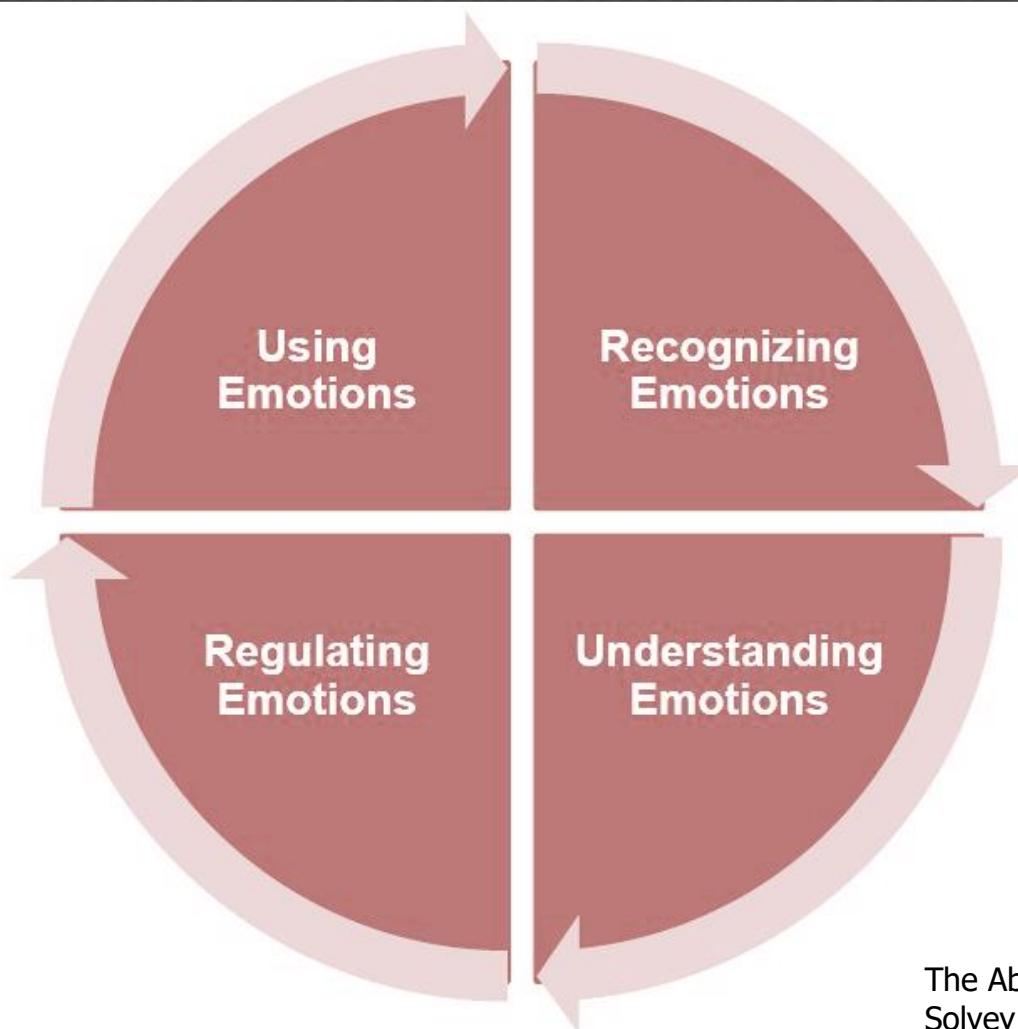
- *Daniel Goleman* popularized the term “Emotional Intelligence” in 1995 in the title of his bestselling book, Emotional Intelligence: Why it can Matter More than IQ.
- Since 1995 numerous business books have been written on emotional intelligence in the workplace and most authors have used *Goleman’s* model.
- There is a common agreement between authors and researchers that:
 - Emotional intelligence exists
 - It is a factor in personal and professional success
 - It can be improved

What is Emotional Intelligence?

Emotional intelligence is ability which allows a person to be aware of, to understand, and to be in control of their own emotions to perceive emotions. To recognize and understand the emotions of others. To regulate emotions in ways that promote emotional and intellectual growth.

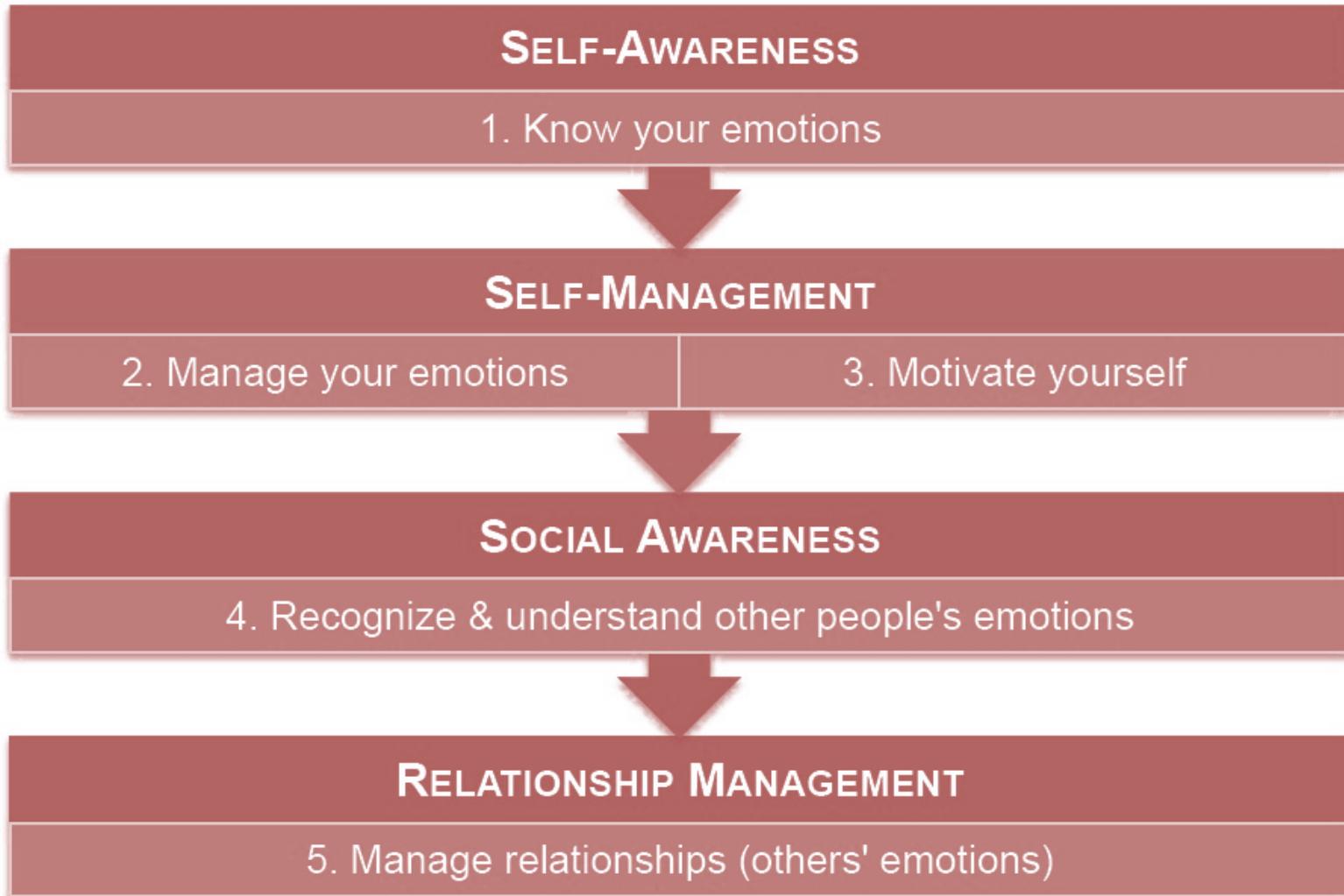


Four Fundamental Aspects to Emotional Intelligence



The Ability-Based Model.
Solvey and Mayer

Goleman's Emotional Intelligence Model



Emotions and Actions

Overall you have the choice of what action to take in response to emotions.



Emotions and Actions – Example

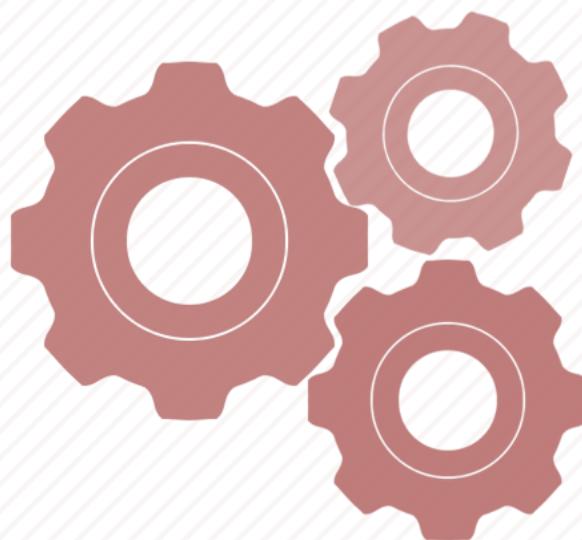
Joe is called into the vice president's office and informed that he is being fired after 15 years with the company. Joe has long believed that he was unfairly treated and had all along been set up for failure by organizational politics. Joe is very angry at this perceived injustice. Joe's action impulse is to get even. Many possible actions might occur to him immediately:

- Punch the boss on the nose
- Come back with a gun and kill some people
- Give the VP a tongue-lashing
- Attack on the company
- Lawsuit
- Pressure for a generous termination bonus

Joe has the choice, depending on many personal and moral factors.

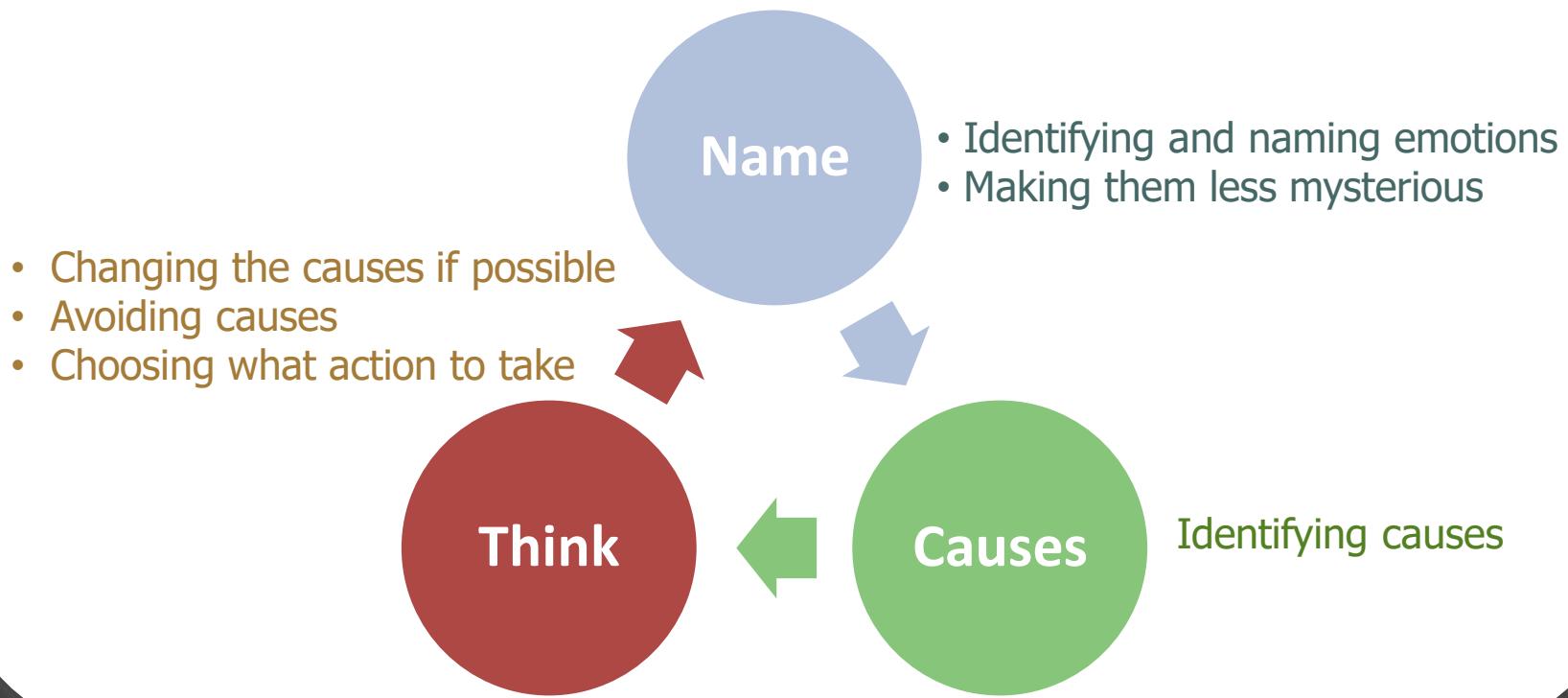
Changing Emotions

- Because emotions are automatic one cannot change them directly; one can only change them indirectly by modifying their causes.
- Changing causes might consume time, effort or money.



Attaining Emotional Control

Emotional control does not mean to repress all emotion, but it is to be aware of your emotions and manage them.



Group Discussion



Sometimes Blowing Your Top Is
A Good Thing

Case Study



Abusive Customers Cause Emotions
To Run High

EI Self-Assessment



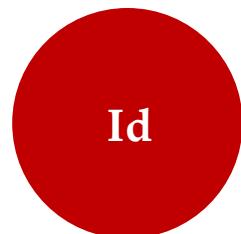
Emotional Intelligence Questionnaire



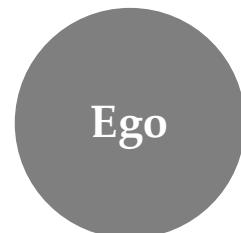
Transactional Analysis

Psychoanalysis – Before Transactional Analysis

Freud (1923) believed that personality had three components, all of which must work together to produce our complex behaviors. These three components were the **Id**, **Ego**, and the **Superego**.



Id functions in the *irrational, aggressive* and *emotional* part of the mind.



Ego functions as the *rational* and *realistic* part that *mediates* between the Id and Superego.

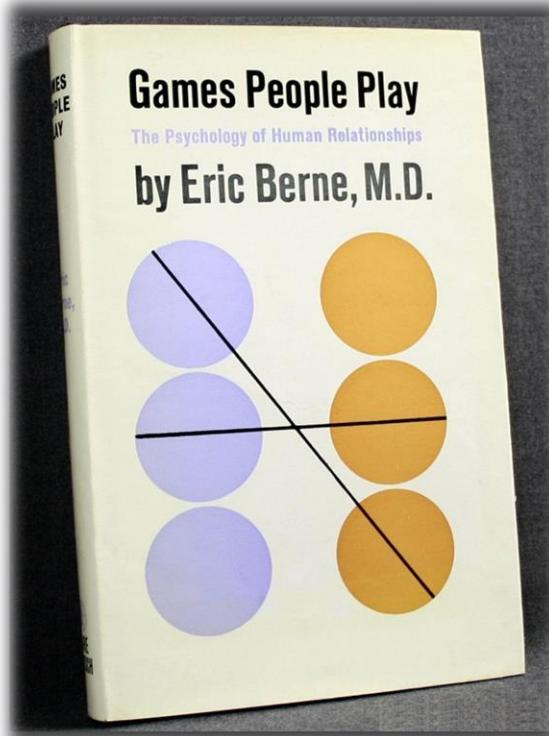


Superego is the *moral* part of the mind, a manifestation of *societal* or *parental values*.

Transactional Analysis

Cont'd

Transactional Analysis is the method for studying interactions between individuals, developed by Dr. Eric Berne (1957).



Transactional Analysis

Cont'd

Transaction

The fundamental unit of social intercourse.

Ego State

A consistent pattern of thoughts, feelings, and behaviors from which we interact with one another.

Transactional Analysis – Ego States

Cont'd

Parent

Thoughts, feelings and behaviors copied from parents or parent figures.

Adult

Thoughts, feelings and behaviors which are direct responses to the here and now.

Child

Thoughts, feelings and behaviors replayed from childhood.

Transactional Analysis – Ego States

Cont'd

Parent

"Always look both ways before you cross the street. "

Adult

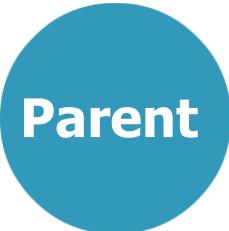
"To save energy, turn lights off whenever they are not needed. "

Child

"When I saw the monster's face, I felt really scared. "

Transactional Analysis – Ego States

Cont'd



Parent

Parent ego state is subdivided into:

- **Critical Parent (CP)**
- **Nurturing Parent (NP)**



Adult

Data-processing computer. Gather, analyze and validate data from Child and Parent.



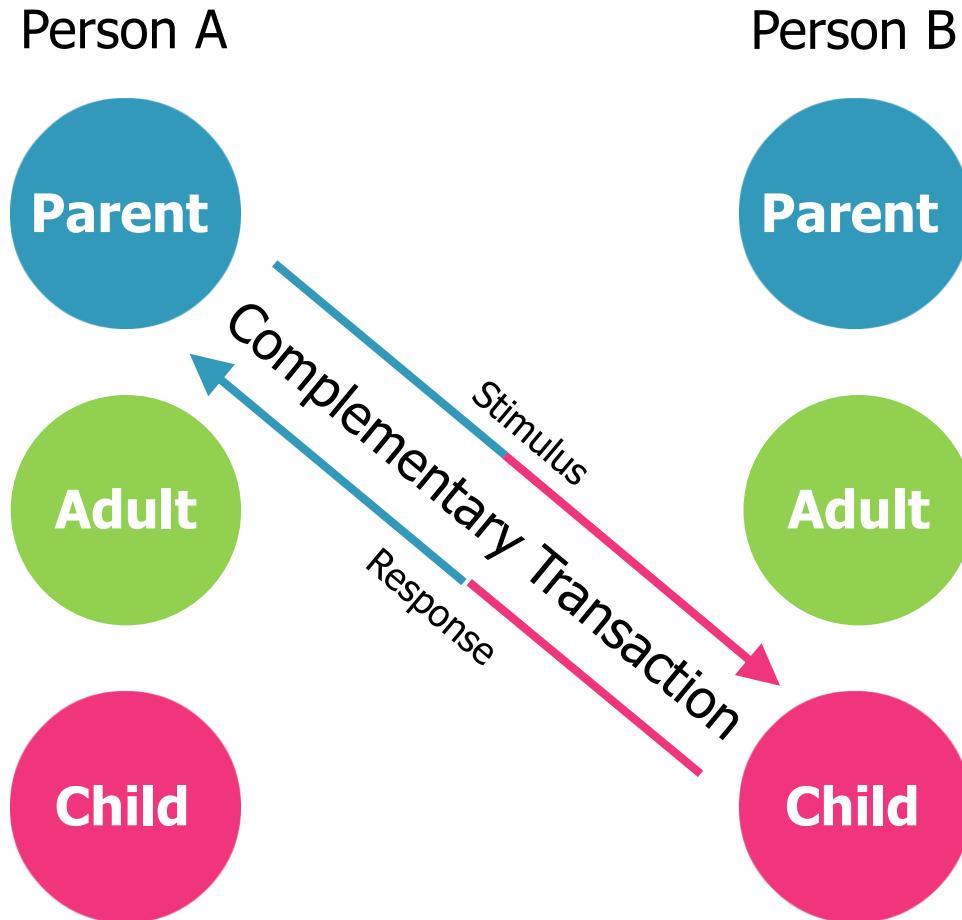
Child

Child ego state is subdivided into:

- **Natural Child (NC)**
- **Adapted Child (AC)**
- **Little Professor (LP)**

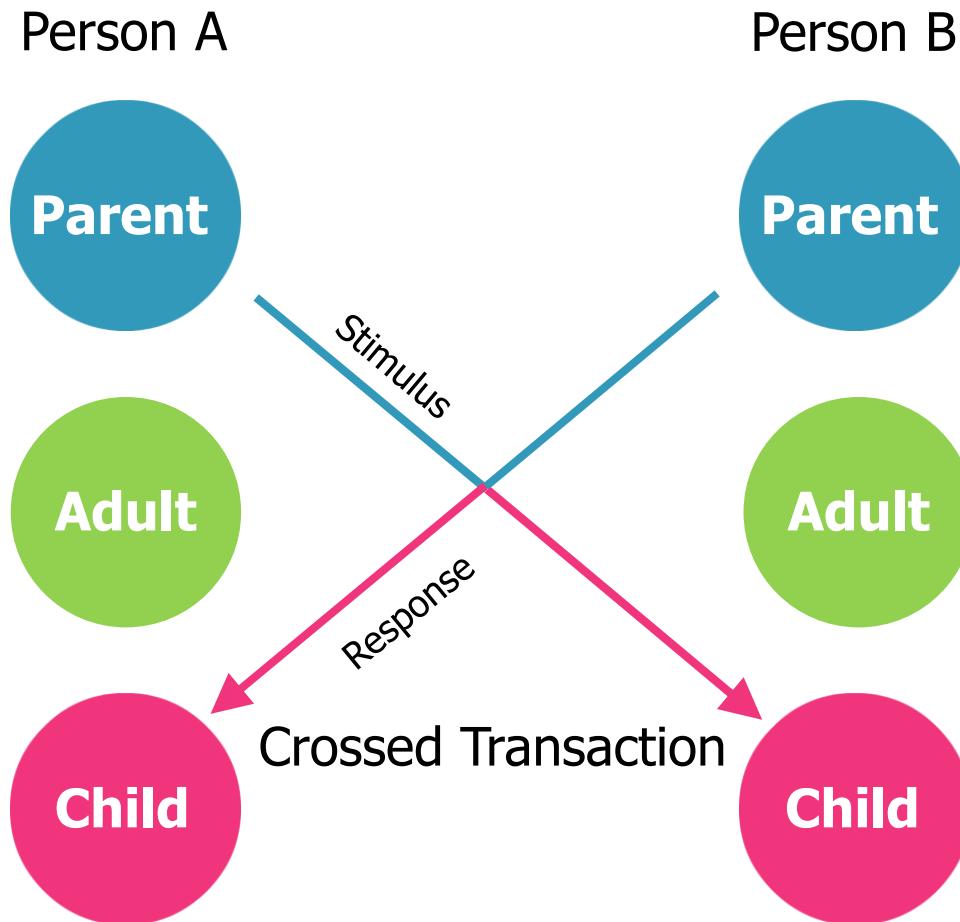
Transactional Analysis - Transactions

Cont'd



Transactional Analysis - Transactions

Cont'd



Transactional Analysis

Cont'd

To improve communication, ask yourself:

1. What ego states are being activated in my transactions (by "me" and "my partner")?
2. Is one ego state constantly being activated? When/with who?
3. What ego state response am I (or the other person) expecting?
4. Which ego state do I want to activate to improve communication? What should I say to achieve that?

Transactional Analysis – Exercise

Cont'd

- A:** At what time is the train due? (Adult)
- B:** It's late by 5 minutes. (Adult)
- A:** Absolutely typical! (Critical Parent)
- B:** Yes, they always manage to run late and they never give any warning! (Critical Parent)
- A:** I checked your document for our meeting. It's full of spelling mistakes! You should have run the spell-check. (Critical Parent)
- B:** Oh, I'm sorry. It won't happen again. (Adapted Child)
- A:** I can hear the train arriving. (Adult)
- B:** Good news, we're not too late, not more than 6 minutes. (Adult)
- A:** Let me help you with your luggage. (Nurturing Parent)
- B:** Oh, thank you very much! (Natural Child)
- A:** Oh, wow! They're giving out free drink! (Natural Child)
- B:** Yay, fantastic! Let's see if we can plead with them to get a free meal as well! (Little Professor Child)

Activity



Transactional Analysis

Transaction Diagnosis

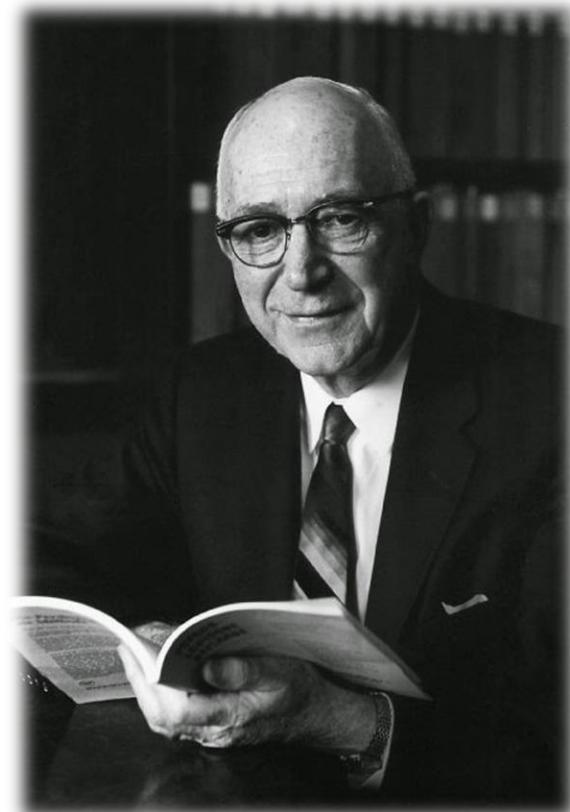


Personality

Personality

**" The dynamic organization
within the individual of those
psychophysical systems
that determine his unique
adjustments to his environment. "**

*Gordon Willard Allport,
American psychologist*



Personality

Cont'd

You should think of personality as the sum total of ways in which an individual reacts to and interacts with others.



Personality

Cont'd

Personality Traits:

- **Core Self-Evaluation**
- **Machiavellianism**
- **Narcissism**
- **Self-Monitoring**
- **Locus of Control**
- **Proactive Personality**
- **Other-orientation**

Personality Types Theories

Activity

1

MBTI,

[The Myers & Briggs]

2

Type A and Type B
personality theory

3

Social Style Theory,
[Janice & Joseph Lukas]

4

The Nine Enneagram
Personality Types

5

Holland's Six Personality
Types
[John Holland's theory]





Workplace Conflict

Workplace Conflict

Types of conflicts

Task Conflict

Conflicts over content and goals of the work

Relationship Conflict

Conflict based on interpersonal relationships

Process Conflict

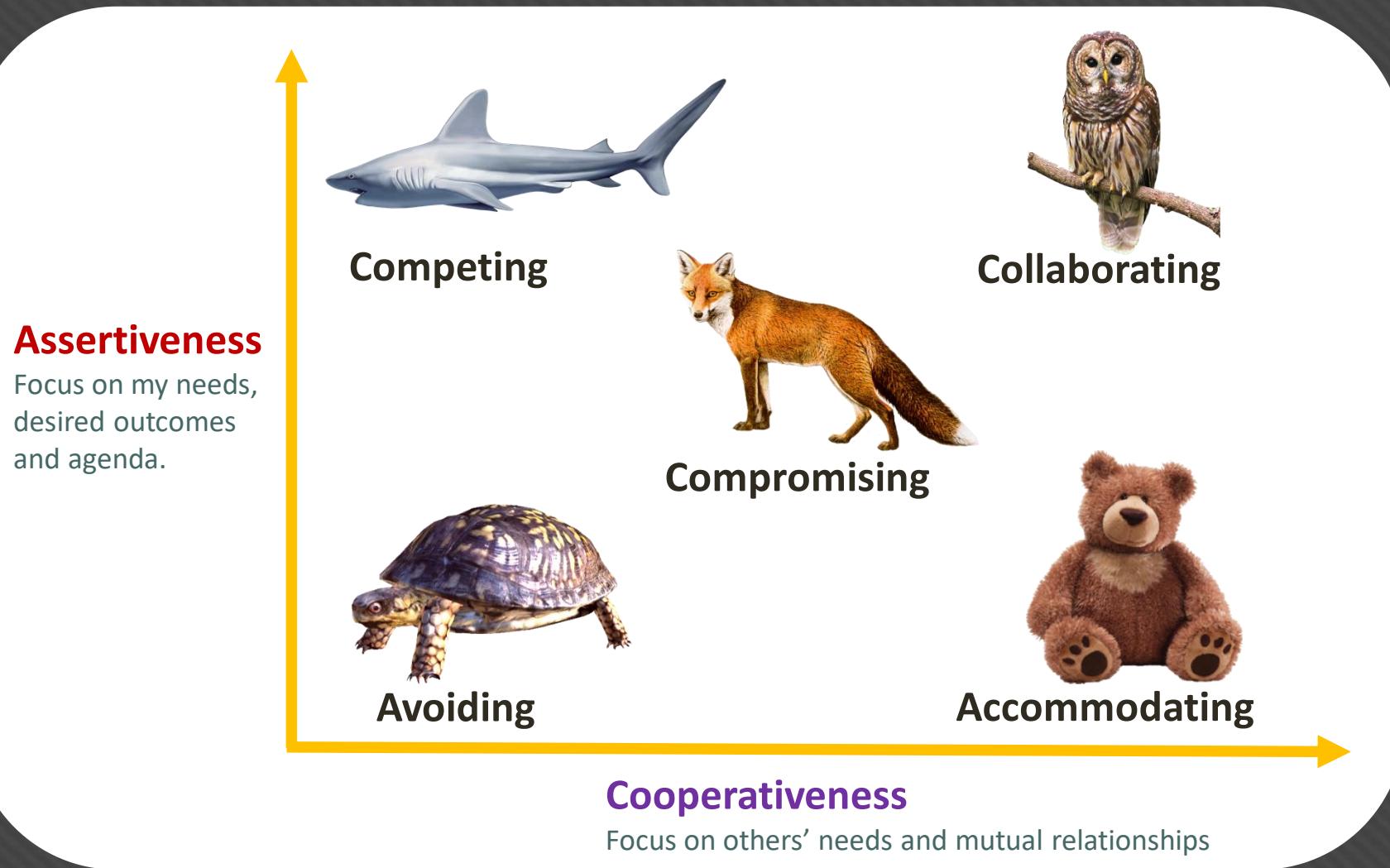
Conflict over how work gets done

Thomas-Kilmann Model



Thomas-Kilmann Model

Cont'd



Managing Workplace Conflicts

Secure | https://www.forbes.com/sites/mikemyatt/2012/02/22/5-keys-to-dealing-with-workplace-conflict/#2903dcc1e95c

Forbes LOG IN

YOUR READING LIST

-  5 Keys of Dealing with Workplace Conflict
-  Grads of Life *Voice:* Advancing Apprenticeships
-  PODCAST: Jonny Sun Finds Freedom In Being An Outsider
-  How This 28-Year-Old Started A Side Hustle Which Now Makes Over \$1M A Year
- +20556 views in the last 24 hours
 How To Answer 'What Makes You The Best Candidate For This Job?'

Leadership

FEB 22, 2012 @ 02:46 PM 1,342,004 

5 Keys of Dealing with Workplace Conflict

 **Mike Myatt**, CONTRIBUTOR
Mike Myatt, Chairman, N2Growth [FULL BIO](#) ▾

1. Define Acceptable Behavior.

2. Hit Conflict Head-on.

3. Understanding the WIIFM Factor.

4. The Importance Factor.

5. View Conflict as Opportunity.

Managing Workplace Conflicts

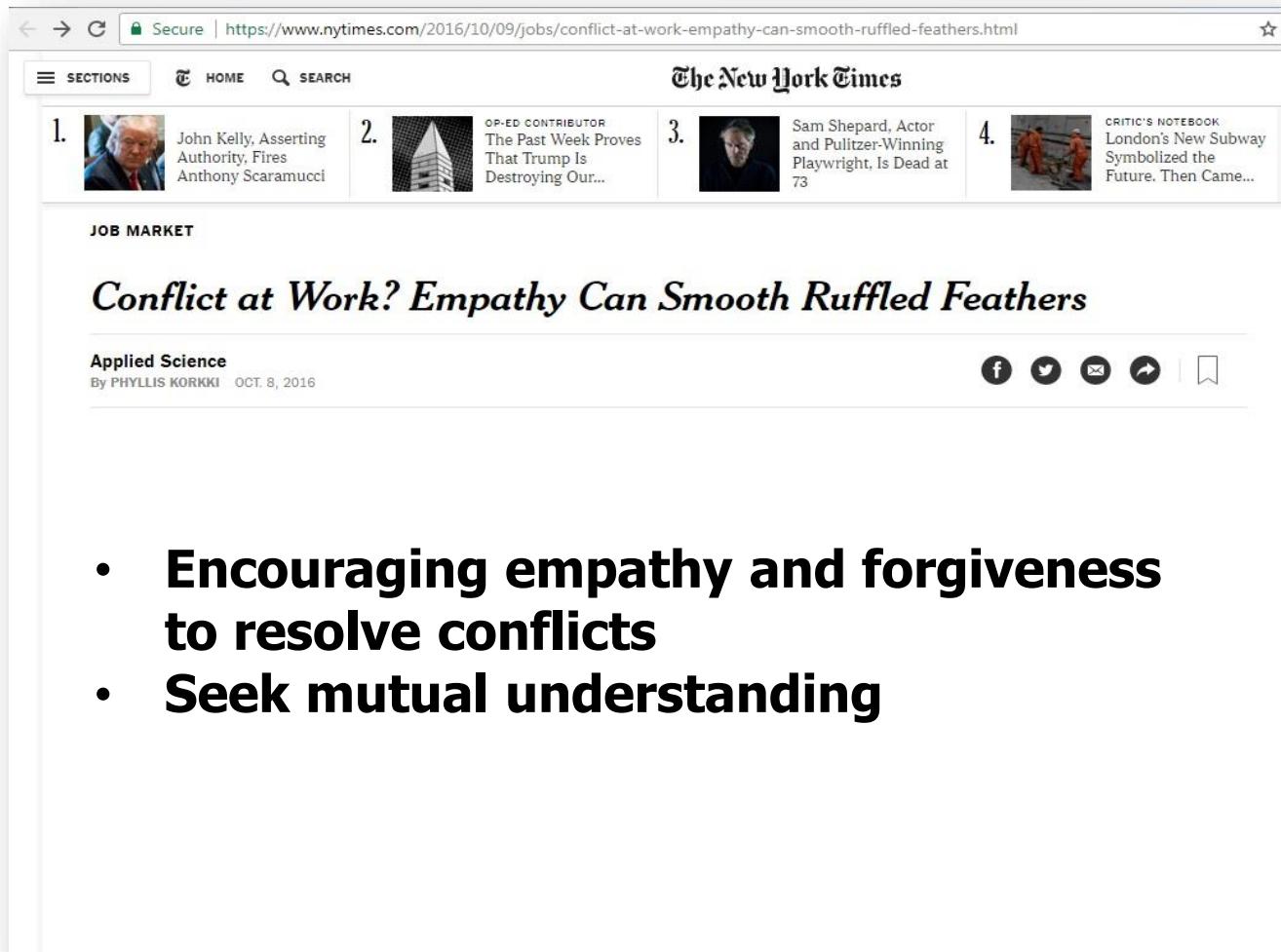
Cont'd

The screenshot shows a web browser displaying an article from Harvard Business Review. The URL in the address bar is https://hbr.org/2014/05/win-at-workplace-conflict. The page title is "Win at Workplace Conflict" by Jeffrey Pfeffer, published on May 29, 2014. The article summary states: "Jeffrey Pfeffer is Thomas D. Dee II Professor of Organizational Behavior at the Graduate School of Business, Stanford University. His next book, due to be published in 2015, is tentatively titled: *Leadership B.S.: Why Workplaces and Careers Suffer—and What to Do About It.*" Below the summary are social sharing icons for Save, Share, Comment, Text Size, Print, and Buy Copies. To the right of the main content, there is a sidebar titled "WHAT TO READ NEXT" featuring a box for "HBR IDEACAST" and a link to "4 Types of Conflict and How to Manage Them".

- 1. Stay focused on the most essential objectives.**
- 2. Don't fight over things that don't matter.**
- 3. Build an empathetic understanding of others' points of view.**
- 4. Adhere to the old adage: keep your friends close, and your enemies closer.**
- 5. Use humor to defuse difficult situations.**

Managing Workplace Conflicts

Cont'd



The screenshot shows a web browser displaying a New York Times article. The URL in the address bar is <https://www.nytimes.com/2016/10/09/jobs/conflict-at-work-empathy-can-smooth-ruffled-feathers.html>. The page header includes 'SECTIONS', 'HOME', 'SEARCH', and the 'The New York Times' logo. Below the header, there are four news thumbnails: 1. 'John Kelly, Asserting Authority, Fires Anthony Scaramucci' (image of John Kelly), 2. 'OP-ED CONTRIBUTOR The Past Week Proves That Trump Is Destroying Our...' (image of a building), 3. 'Sam Shepard, Actor and Pulitzer-Winning Playwright, Is Dead at 73' (image of Sam Shepard), and 4. 'CRITIC'S NOTEBOOK London's New Subway Symbolized the Future. Then Came...' (image of construction workers). A 'JOB MARKET' section is visible above the main article. The main article title is *Conflict at Work? Empathy Can Smooth Ruffled Feathers*, under the 'Applied Science' section, dated OCT. 8, 2016. Social sharing icons for Facebook, Twitter, Email, and Print are shown to the right of the article title.

- **Encouraging empathy and forgiveness to resolve conflicts**
- **Seek mutual understanding**

Managing Workplace Conflicts

Cont'd

The screenshot shows a web browser window displaying an article from Entrepreneur Middle East. The URL in the address bar is <https://www.entrepreneur.com/article/241199>. The page header includes the Entrepreneur logo, a navigation menu with links to TOP 50, HOW TO, and LISTS, and buttons for SUBSCRIBE, EMAIL, and SEARCH. The main content area is titled "MANAGING EMPLOYEES" and features the article "4 Strategies for Reducing Workplace Conflict" by HEATHER R. HUHMAN, CONTRIBUTOR. The article was published on DECEMBER 31, 2014. It includes social sharing icons for Facebook, Twitter, LinkedIn, Pinterest, Google+, and Email, with a count of 767 shares. Below the article title, there is a bio for Heather R. Huhman, mentioning her as a Career and Workplace Expert, Founder and President of Come Recommended. To the right of the article, a list of four strategies is displayed in large, bold, black text.

- 1. Set workplace-conflict guidelines.**
- 2. Train managers as mediators.**
- 3. Eliminate gender bias.**
- 4. Clarify priorities.**

Thomas-Kilmann Model – Scenario

Read the scenario, and match the characters to the conflict styles:

Joe, Tom, and Richard are brothers. The three of them always find themselves getting into conflicts that are often easily resolved. The last issue between the boys was the trying to decide where to eat because no one wanted to eat the same thing. *Richard* wanted burger; *Tom* wanted something Italian, and *Joe* wanted chicken. *Richard* and *Tom* got into a heated argument in the car over this because *Tom* claims that *Richard* always gets his way. Because *Tom* wasn't going to put up with *Richard* anymore, *Tom* threw a punch. The two continued to argue, while *Joe* refused to get in the middle of his two brothers and ignored the situation and his hunger. As *Richard* and *Tom* became winded and tired of fighting, *Richard* proposes "Golden Corral" restaurant where everyone can be pleased. Although *Joe* dislikes Golden Corral's chicken, he anxiously agrees so the argument can end and they can finally satisfy their hunger.



Cross-Cultural Communication

Communication and Culture?

Communication is cultural

Cultures provide people with ways of thinking, seeing, hearing and interpreting the world.



It draws on speech patterns, language, and nonverbal messages.

What is Culture?

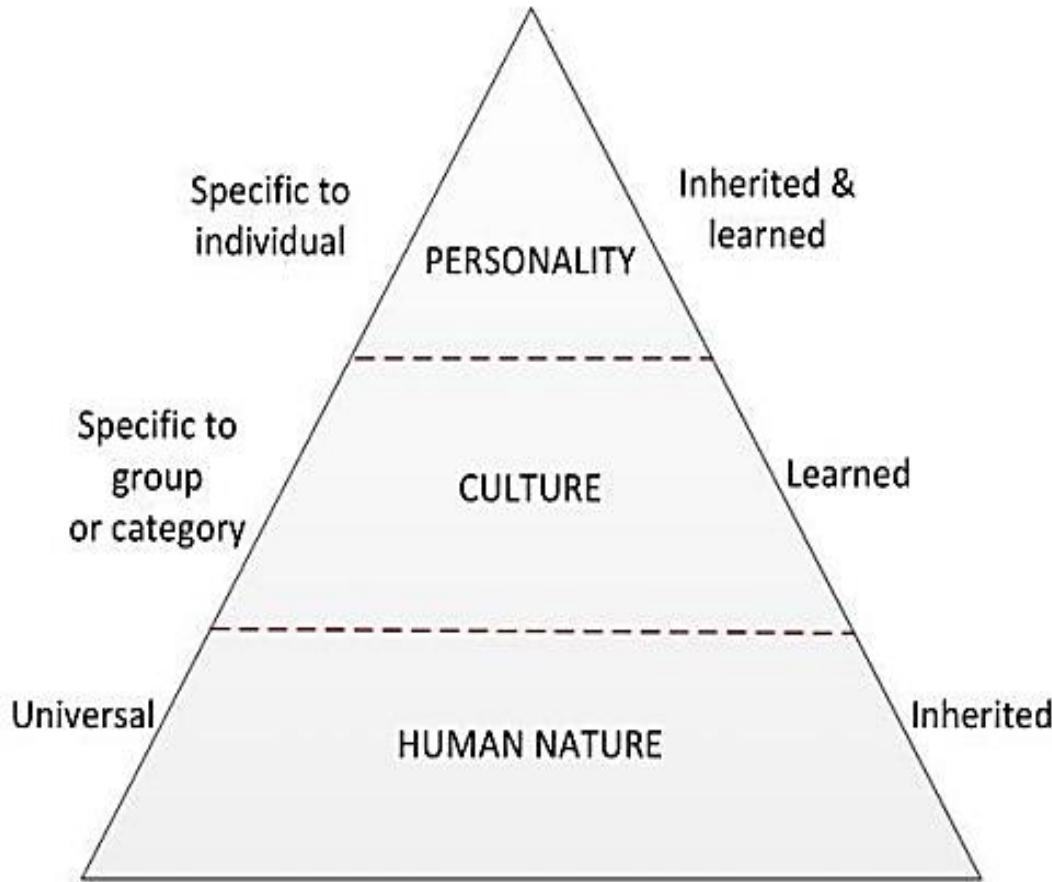
Culture is the collective rules and traditions that the society members abide by, and that distinguish one group of people from the other.



Culture is like programming of the mind, an individual observes the rules that the society demonstrates and adopts them starting from early childhood.

What is Culture?

Cont'd



Three levels of uniqueness in human mental programming (Hofstede 1994: 6)

What is Culture?

Cont'd

The Iceberg of Culture:

Above water line:

- Food & Dressing
- Monuments
- Accent

At the water line:

Recognizing implicit understandings.

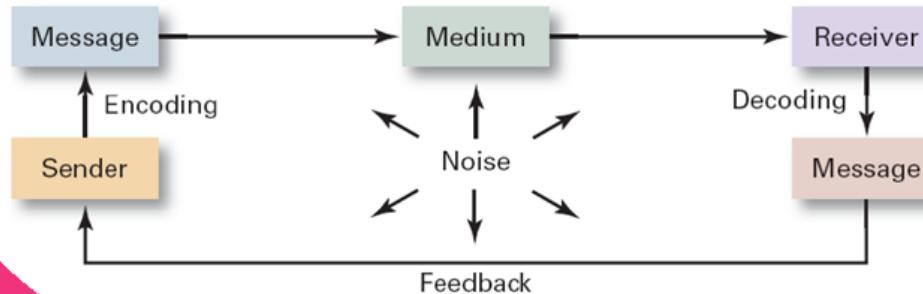
Below the water line:

- Habits
- Understandings & Assumptions
- Values
- Judgments



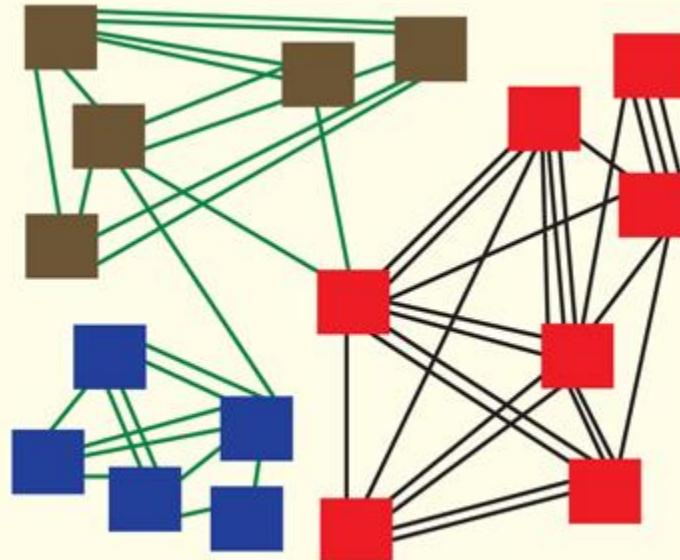
High and Low – Context Culture

Context



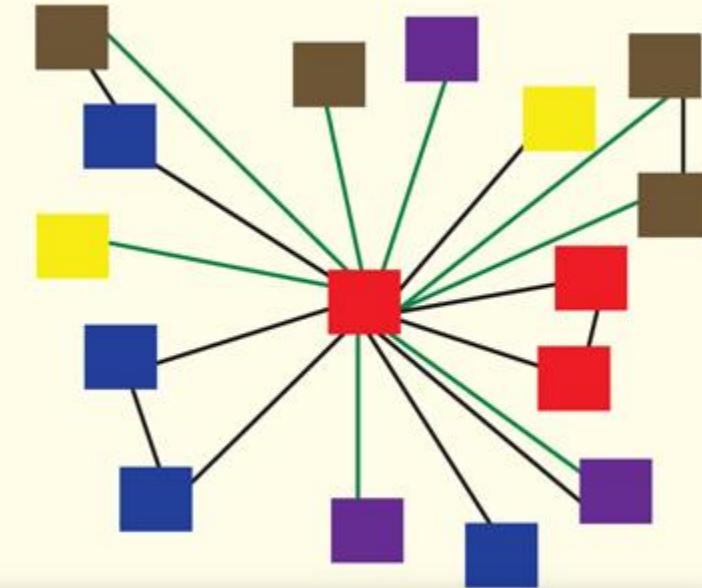
High and Low – Context Culture

Cont'd



Context

High-Context Culture

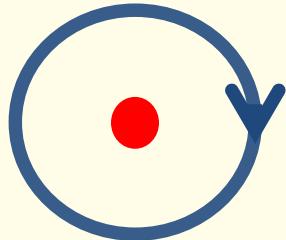


Information

Low-Context Culture

High and Low – Context Culture

Cont'd



High-Context Culture

- Less explicit communication.
- Non-verbal communication over verbal.
- Multiple intersections with others.

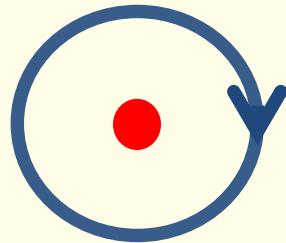


Low-Context Culture

- Straightforward communication, rule oriented.
- Verbal communication over non-verbal.
- Separation of time, of space, of activities, of relationships.

High and Low – Context Culture

Cont'd



High-Context Culture

- Long term relationships.
- Knowledge is situational.
- Decisions and activities focus around personal relationships, often around a central person who has authority.

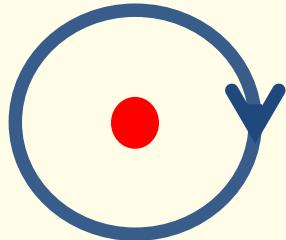


Low-Context Culture

- More interpersonal and looser connections of shorter duration.
- Knowledge is more often transferable.
- Task-centered. Decisions and activities focus around what needs to be done, division of responsibilities.

High and Low – Context Culture

Cont'd



High-Context Culture

- Decision process is intuitive and relational.
- Planning is oral and informal.
- Work-style is team-oriented.
- Deep respect for the past.
[Tradition over change]



Low-Context Culture

- Decision process is logical and linear.
- Planning is written and formal.
- Work-style is individualistic.
- Present and future-oriented.
[Change over tradition]

Activity

High and Low – Context Culture



Where are you from?

Hofstede's Dimensions of National Culture



Hofstede's Dimensions of National Culture

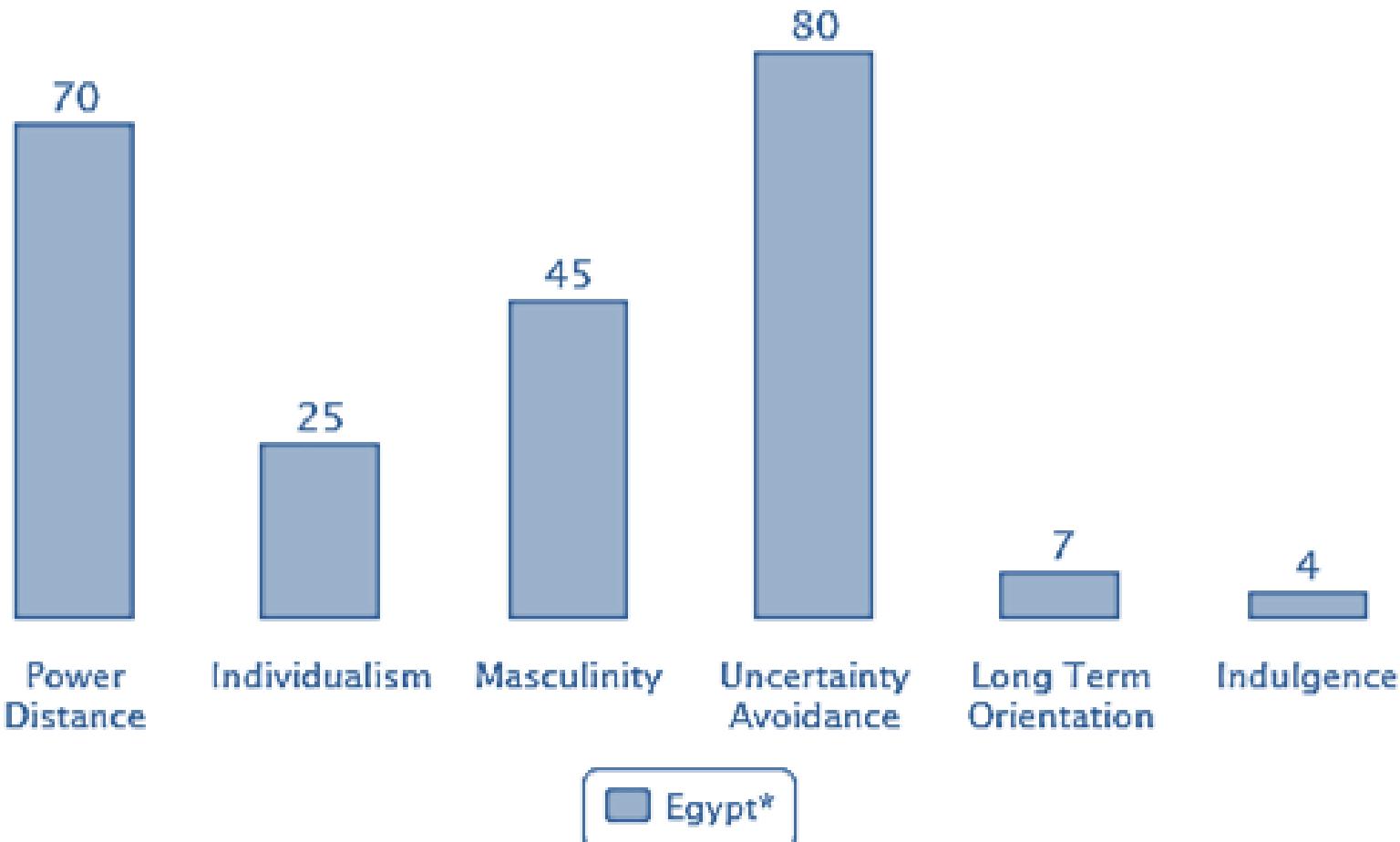


Let's try it...

<http://geert-hofstede.com/>

the hofstede centre[®]
Strategy ↔ Culture ↔ Change

Hofstede's Dimensions of National Culture



Activity

Cultures and Body Language



The most common three hand gestures:

The Ring



The V-sign



The Thumb-Up



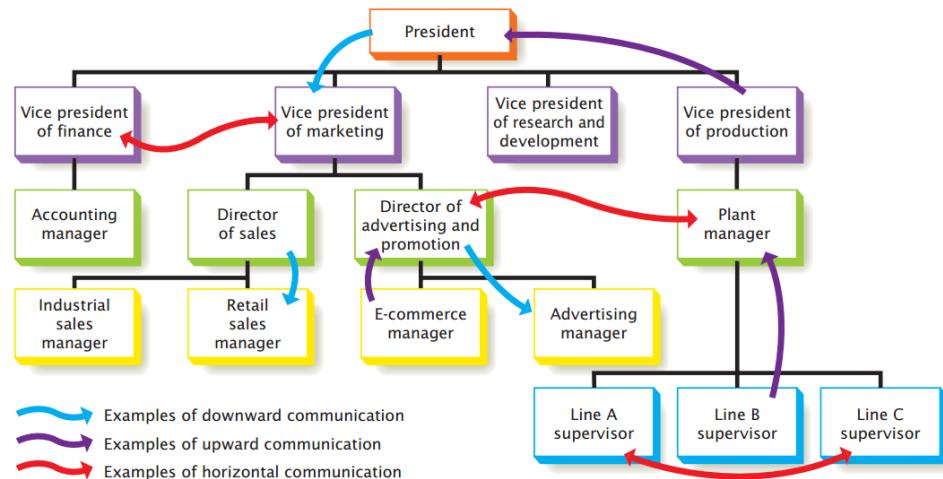


Organizational Communication

Organizational Communication

Important Concepts:

- Chain of Command
- Unity of Command
- Span of Control
- Flat Organization
- Open Door Policy



Organizational Communication

Cont'd

All the patterns, network, and systems of communications within an organization.

1. Formal Communication
2. Informal Communication

Formal Communication:

- Communication that follows the official chain of command or is part of the communication required to do one's job.



Organizational Communication

Cont'd

All the patterns, network, and systems of communications within an organization.

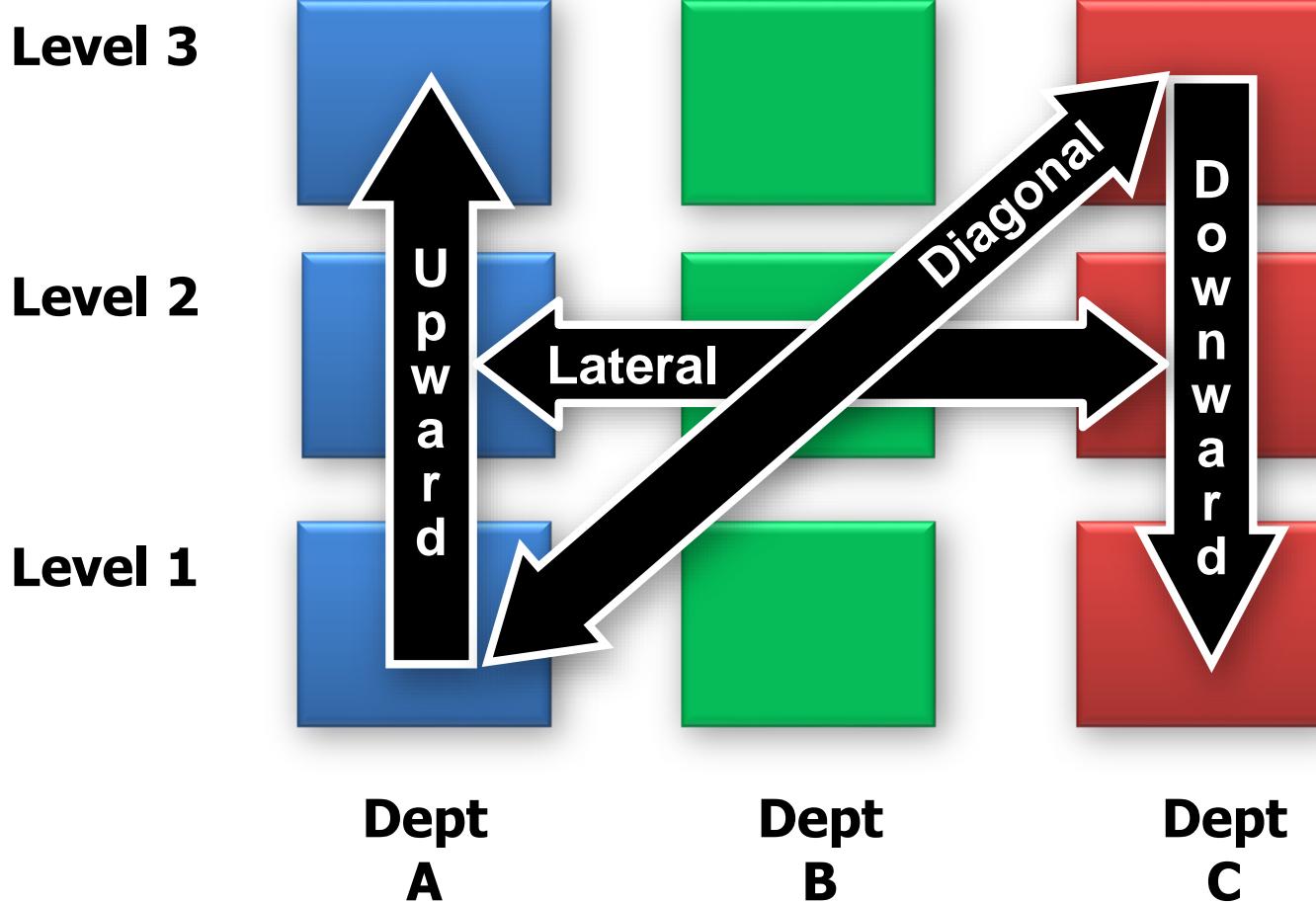
1. Formal Communication
2. Informal Communication

Informal Communication:

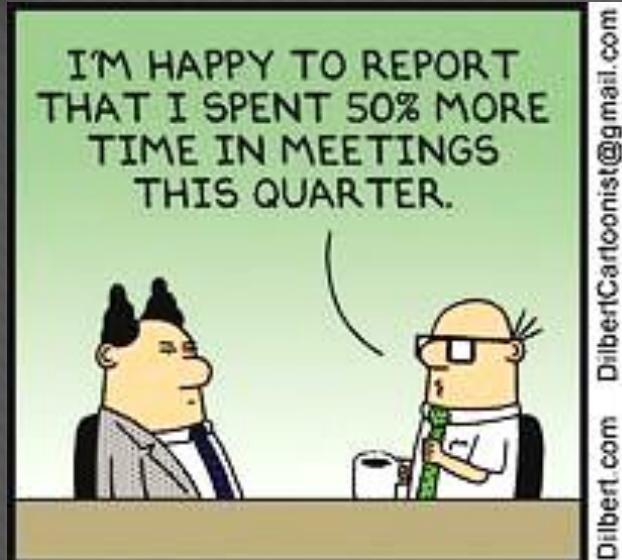
- Is communication that is not defined by the organization's hierarchy.
- Permits employees to satisfy their need for social interaction.
- Can improve an organization's performance by creating faster and more effective channels of communication, especially in case of emergency.



Organizational Communication Flows



Meetings At Work





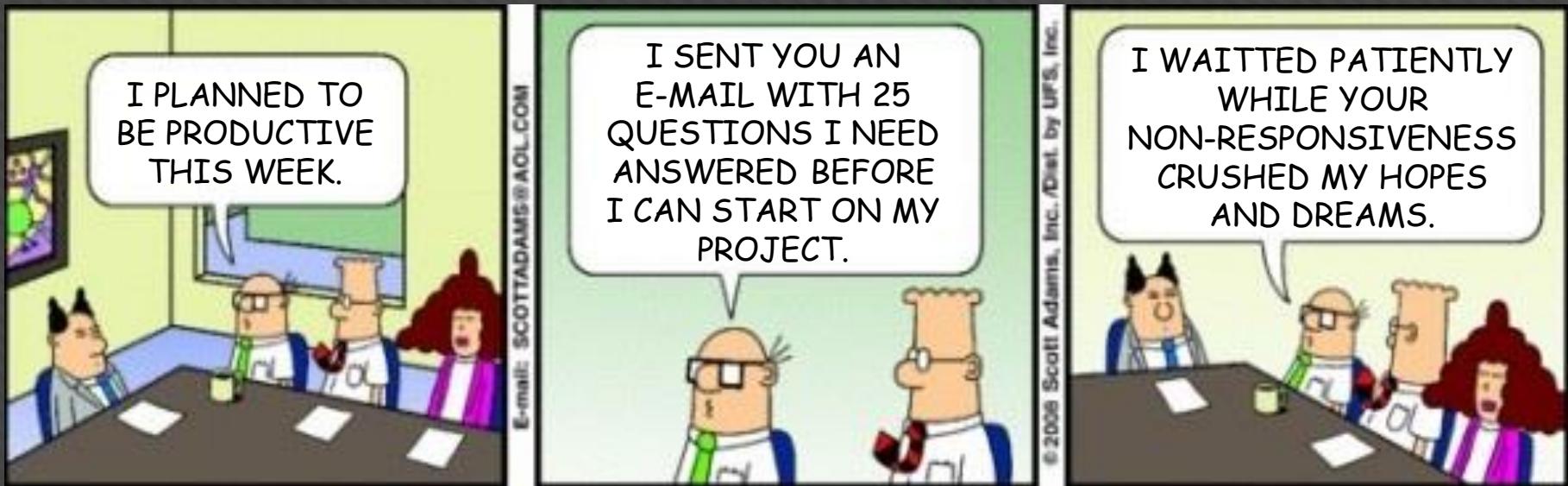
10 Golden Keys For Effective Meetings

1. Create a written agenda for each meeting.
2. Assign the meeting a clear start time and official closing time.
3. Set at least one goal for your meeting.
4. Be reasonable about the number of topics to be covered.
5. Invite only the necessary people.
6. Never schedule a meeting because it's customary.
7. Create an environment for productivity.
8. Establish an idea bin.
9. At the meeting's close, orally summarize all agreements, assignments and decisions.
10. Via a written meeting summary, list all steps to be taken to fulfill the meeting's consensus.

Meeting Agenda Form

To _____	Meeting Date _____	
From _____	Start Time _____	
Mailing Date _____	End Time _____	
# Attached Pages _____	Location _____	
Topics to Be Covered (in order)	Presented By	Time
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
7. _____	_____	_____
8. _____	_____	_____
Key Meeting Objectives/Goals		
Premeeting Preparation		

E-mails At Work



E-mails At Work

Writing Professional E-Mail

1. Salutation



2. Introduction



3. Body



4. Call for action



5. Closing



6. Subject line



E-mails At Work

Using To, CC and BCC

This screenshot shows the Microsoft Outlook 2007 ribbon interface. The top menu bar includes 'Message', 'Insert', 'Options', and 'Format Text'. Below the ribbon is a toolbar with standard Office icons: Cut, Copy, Paste, Format Painter, Undo, Redo, and Save. To the right of the toolbar are several buttons: Calibri (Bold), 11pt font, A⁺, A⁻, Alignment tools, and a basic text style group. Further right are Address Book, Check Names, and Names buttons. The bottom section contains buttons for Send, To..., Cc..., Bcc..., Account, and Subject. A large text area below the buttons defines the three recipient types: 'To...' for action required, 'Cc...' for information kept informed, and 'Bcc...' for recipients unknown to others.

This message has not been sent.

To... **People required to take action.**

Cc... **Kept informed of the content, but no actions required from them.**

Bcc... **Receive the message without any of the other recipients knowing.**

Subject:

E-mails At Work

Replying to E-Mails



REPLY



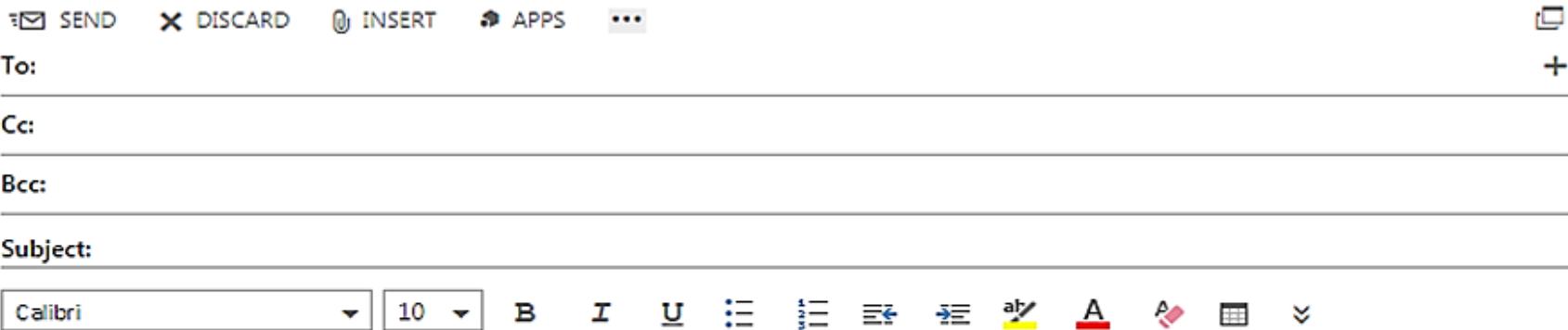
REPLY TO ALL



FORWARD

E-mails at Work

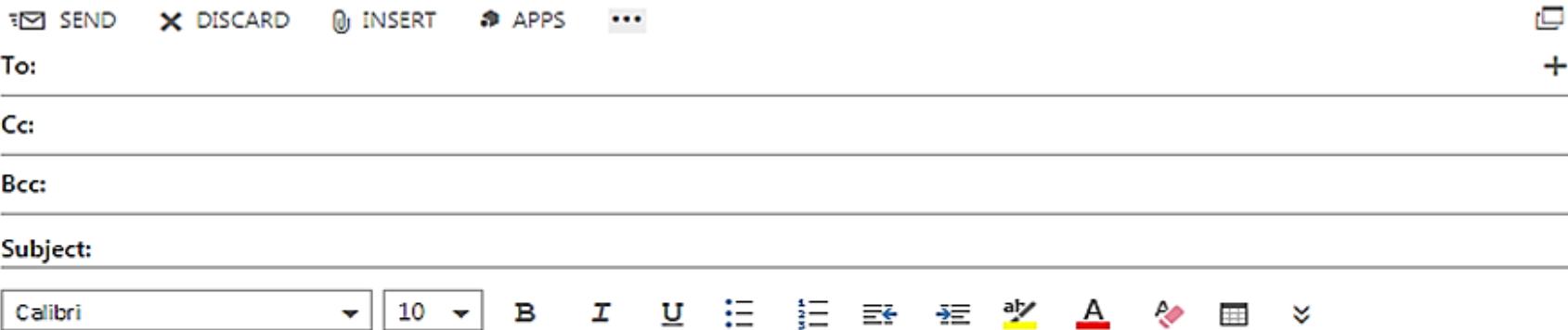
Cont'd



- Use correct spelling and grammar.
- Punctuation matters.
- Use bullets.
- Use maximum one exclamation marks!
- Use acronyms sparingly.
- Use bold carefully.
- Use professional font.
- Don't write in All CAPITALS.

E-mails at Work

Cont'd



- Introduce yourself briefly.
- Mention the attachment, and why your are sending it.
- Reply immediately, but don't hit 'send' when you're emotional.
- Be concise and don't ramble, but don't be too much to the point.
- Your Signature should not include pictures, quotes, or anything besides your contact info.
- Don't conduct personal business using your work e-mail.
- Write descriptive subject line.
- Carefully use "Reply To All".

Activity

Poor E-mail





ART of Debates

What Are Debates?

- A debate is a discussion or structured contest about an issue or a resolution. A formal debate involves two sides: one supporting a resolution and one opposing it.
- Such a debate is bound by rules previously agreed upon. Debates may be judged in order to declare a winning side.





The Purpose of Debates

Debates, in one form or another, are commonly used in:

- Democratic societies to explore and resolve issues and problems.
- Decisions at a board meeting, public hearing, legislative assembly, or local organization are often reached through discussion and debate.



Benefits of Debates

Cont'd

- Gaining broad, multi-faceted knowledge cutting across several disciplines outside the learner's normal academic subjects.
- Increasing learners' confidence and self-esteem.
- Providing an engaging, active, learner-centered activity.
- Improving critical thinking skills.
- Enhancing the ability to structure and organize thoughts.
- Enhancing learners' analytical, research and note-taking skills.

Benefits of Debates

Cont'd

- Improving learners' ability to form balanced, informed arguments and to use reasoning and evidence.
- Developing effective speech composition and delivery.
- Encouraging teamwork.





Common Terms on Debates

- **Resolution:** a simple statement that is subject to critical analysis.
- **Affirmative team:** supporting the resolution; speak first (pro side).
- **Negative team:** opposing the arguments offered by the affirmative team and offering arguments against the resolution (con side).
- **Rebuttal:** explaining why one team disagrees with the other team.
- **Judge:** neutral third party, decides which party is more persuasive.



Debating skills

Skills

Style

Speed

Tone

Eye Contact

Clarity

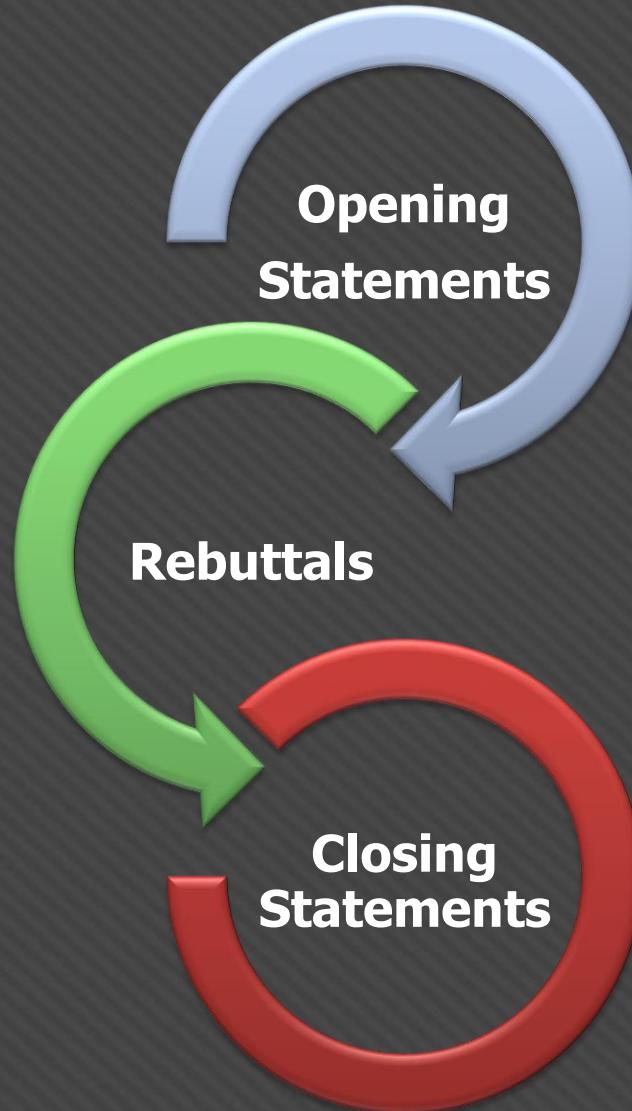
Language

Gestures

Debate Necessary Elements



Parts of Debates



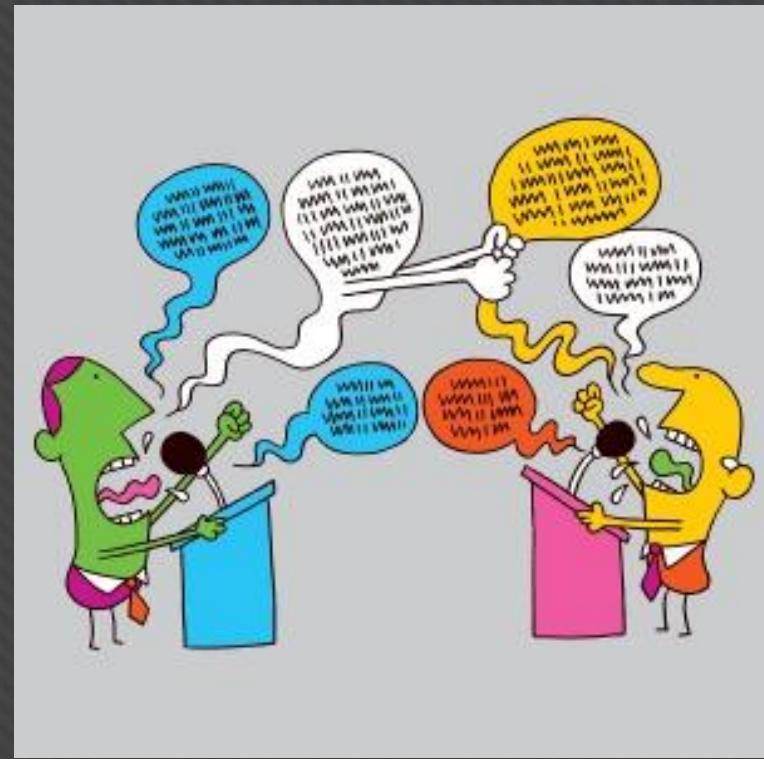


Debates

Debating Skill Grades:

- **Style** (4 marks)
- **Speed** (3 marks)
- **Tone** (5 marks)
- **Eye Contact** (4 marks)
- **Language & Clarity** (3 marks)
- **Gestures** (4 marks)
- **Involvement** (4 marks)
- **Richness of Data** (3 marks)

Time to Debate



References

- 1-** "Excellence in Business Communication", 10th edition. *John V. Thill, Courtland L. Bovee.*
- 2-** "Business Communication for Success". *The Saylor Foundation.*
- 3-** "Careers Skills Library: Communication Skills", 2nd Edition". *Ferguson.*
- 4-** "Communication Skills For Dummies", *Elizabeth Kuhnke.*
- 5-** "Organizational Behavior", 15th Edition. *Stephen P. Robbins, Timothy A. Judge.*
- 6-** "Effective Communication Skills", 2010. *MTD Training & Ventus Publishing ApS.*
- 7-** "Business Communications: A Cultural and Strategic Approach", 1st Edition. *Michael J. Rouse, Sandra Rouse.*

Thank You