READ CHAPTER SUMMARY. THATS 90% PREPARATION COMPLETED 🙁

Chapter 5 (Memo, letter and email)

5.0 Importance of skillful writing

There are two reasons:

1. Business people place writing skills ahead of other communication skills.
2. Writing is more difficult to do than other communication skills.

5.1 Process model of writing

- **Planning** ->Determine goals, analyze audience, gather and collect, analyze and organize, choosing a form
- **Drafting ->**
- **Revising->** Proofreading

Three stages are recursive, not strictly linear. Apply a third of your writing time in each stage. Discussion of these stages:

5.1.1 Planning

- **Determining goals:** What to do
- **Analyzing your audience:** Who do you think the audience is who will read your message.
- **Analyzing and organizing the information:** Rethink what you will keep and what you will discard. Keep readers in mind
- **Choosing a form, channel and format:** essays or research papers usually in school. Business writers usually don't start a document thinking what the document will be beforehand.

5.1.2 Drafting

During Drafting **be flexible**

- **Avoid perfectionism while drafting**
- **Keep going:** Don't let minor problems and grammar distract you
- **Use any other strategies that will keep you working productively**

5.1.3 Revising

Levels of edit:

- **Revision:** Whether all info is included, is the level of organization ok.
- **Editing:** Focus on your style, combine pieces of information coherently
- **Proofreading:** Look at mechanical and grammatical elements, polish message

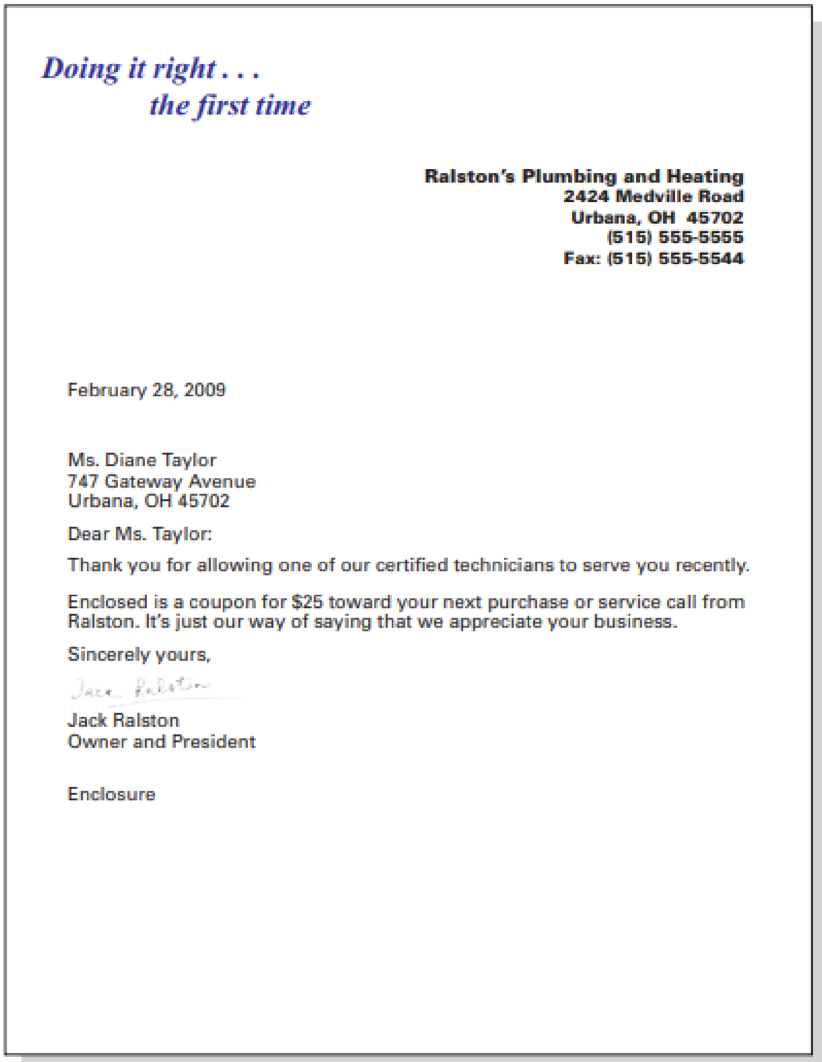
One more stage: get feedback from others

5.2 Importance of readable writing

Writers need to make an impression
Do not put off readers by daunting physical format
Important formatting decisions must be made.

5.3 Letters

Letters are used primarily for **external audiences.**



Doing it right . . .
the first time

Ralston's Plumbing and Heating
2424 Medville Road
Urbana, OH 45702
(515) 555-5555
Fax: (515) 555-5544

February 28, 2009

Ms. Diane Taylor
747 Gateway Avenue
Urbana, OH 45702

Dear Ms. Taylor:

Thank you for allowing one of our certified technicians to serve you recently.

Enclosed is a coupon for $25 toward your next purchase or service call from Ralston. It's just our way of saying that we appreciate your business.

Sincerely yours,

Jack Ralston

Jack Ralston
Owner and President

Enclosure

5.4 Memos

Interoffice memo, Interoffice Communication. They differ from letters because of their form. Memorandums can be distinguished from other messages primarily by their form.

Some companies have stationery printed especially for memos, while many used standard or customized templates in word processors. Sometimes the word memorandum appears at the top in large, heavy type. But some companies prefer other titles, such as Interoffice Memo or Interoffice Communication. Below this main heading come the specific headings common to all memos: **Date, To, From, Subject (though not necessarily in this order).** This simple arrangement is displayed in Figure 5–5 . Because memos are often short, some companies use **5 × 8½-inch stationery for**

them as well as the conventional 8½ × 11-inch size. Hard-copy memos are usually initiated by the writer rather than signed.

They are short. Large organizations, especially those with a number of locations and departments, often include additional information on their memorandum stationery

Lenaghan Financial

Memo

To: Matthew Lenaghan, President

From: Payton Kubicek, Public Relations PK

CC: Katheleen Lenaghan, Chair

Date: June 1, 2012

Re: May meeting of Plant Safety Committee

As we agreed on March 30 meeting of the Environmental Impact Committee, we will meet again on May 12. I am requesting agenda items and meeting suggestions from each (etc.) . . .

PENNY-WISE STORES, INC.

MEMORANDUM

To:	**Date:**
	From:
Store:	**Store:**
At:	**At:**
Territory:	**Territory:**
Copies to:	

Subject: Form for in-house letters (memos)

This is an illustration of our memorandum stationery. It should be used for written communications within the organization.

Notice that the memorandum uses no form of salutation. Neither does it have any form of complimentary close. The writer does not need to sign the message. He or she needs only to initial after the typed name in the heading.

Notice also that the message is single-spaced with double-spacing between paragraphs.

Memos are usually not sent outside an organization. They are used for **within organization communications.**

Strategies for writing memos are similar to strategies for writing mail.

5.5 Email

Mainstream form of business communication.

Pros:

- Communicate with busy people
- Saves time of busy people
- Facilitates fast decision
- Very cheap
- Provides written record

Cons:

- Not confidential
- Doesn't communicate the sender's emotions well
- Email maybe ignored or delayed

Email contains:

- To
- CC
- BCC
- Subject
- Attachments
- The message

5.5.1 Message beginning

Typically a message begins with the recipient's name. Address with a title like Ms., Dr., Mr/
Salutations differ. No salutations are also common.
If you are writing to someone you don't know, it is important to identify yourself early.

5.5.2 Message structure

Organization is very important
Top-down Order is appropriate->present important material at first.

5.5.3 Email formality

- **Casual**-> Includes slang, colloquialisms, contractions, short sentences. Casual language
- **Informal**-> Resembles polished conversations. Not chitchat. Short well structured sentences.
- **Formal**-> Greater distance between writer and reader. **Personal references and contractions are avoided**. Sentences are structured and well organized

5.5.4 Traits of effective email

- **Conciseness->** Remember it is **written by busy people for busy people. It should not take longer than 10-20 seconds to read it. Separate quotes by >>> and <<<**
- **Clarity->** Sentences must be concrete, vigorous and precise.
- **Courtesy->** There should be courteous and fair treatment. Avoid offensive language. Use positive and you-viewpoint.
- **Correctness->** Ensure correctness of message through proofreading.

5.5.5 Closing

Thanks, regards.
acronyms like TTFN are also used.
Formally-> Sincerely, Cordially

5.5.6 Emphasis device

- _ for underscore
- *for bold*
- To emphasize use capital letters-> “IMPORTANT”
- Bullet list-> Use asterisk(*) followed by tab

Accepted acronyms

BTW	by the way
FAQ	frequently asked question
FWIW	for what it’s worth
FYI	for your information
IMHO	in my humble opinion
LOL	laughing out loud
TIA	thanks in advance
TTFN	ta-ta for now

5.6 Inappropriate use of emails

- Long message
- Question which needs discussion
- Sending confidential information
- Tone is forced
- Message is sent as a way to avoid direct conversation
- If the message contains sensitive information, relay feelings or attempts to resolve conflict, it may amplify the issue instead of fixing it

Chp 6 - Directness in Good-News & Neutral Message

6.0 READ slide first .

Direct Order : Directly go to the point. Usually in small messages.
Indirect order: First tell some stuff then go to the point. Usually in long messages.

I**f the reader's reaction will be positive or neutral, direct order is recommended**. **If the reader's reaction might be negative, then indirect order is recommended.**

6.1 Direct Order Plan

The General Direct Plan is a common structure used for organizing written or verbal messages, such as business letters or presentations. **It consists of four main parts:**

1. Start with the objective: Begin by stating the purpose of your message or what you want to achieve. This helps to focus the reader's or listener's attention on the main point and provides a clear direction for the message.

2. Include any necessary identification information: If there is any information the reader or listener needs to know in order to understand the message, such as a reference number or account information, include it after the objective.

3. Cover the remainder of the objective: Provide any additional details or supporting information that the reader or listener needs to know in order to understand the message.

4. End with goodwill: Conclude the message with a positive statement or gesture, such as thanking the reader or listener for their time or expressing a desire to continue the business relationship.

```
   - We shall be most grateful for your help.
   - ~I shall appreciate your usual promptness in clearing up this
matter.~
   - Thank you for considering my request. I appreciate your support
and understanding.
```

Following this plan can help ensure that your message is clear, concise, and effective in achieving its intended purpose.

Here is an example of a message organized using the General Direct Plan:

```
Objective: Request for Time Off

Identification: Employee ID #1234

Dear Manager,

I am writing to request time off for a family event. My Employee ID
is #1234.

I would like to request time off from work for the period of June
15th to June 18th. My sister is getting married on June 17th and I
would like to attend the wedding and spend time with my family.

During my absence, I will ensure that all of my current projects are
completed or handed off to my colleagues. I will also provide my
contact information in case of any emergencies.

Thank you for considering my request. I appreciate your support and
understanding.

Best regards,

[Your Name]
```

6.1.1 Writing Queries

If it is a **routined inquiry**, then the reader is likely to grant the request. In such cases, use direct order.

It has the following steps.
1. Begin by directly stating the objective
2. Include any necessary explanation

3. If a number of questions are involved, give them structure. (routined inquiry has "question" in the name - you ask the reader some stuff, like is the teaching condition in IIT satisfactory to you?)
4. End with goodwill.

Notice that, **typical direct order requires identification in the second step**. But **in routined query direct order, the "identification" step is absent**. It is because routined query means the reader expects this document from you so extensive identification is not needed in the beginning. You may add it in the end.

6.1.2 Inquiries about people

It is a special form of inquiry because here,
1. We need to pay special attention to respecting human rights
2. Need to structure it around the one job

It has the same structure as any other inquiry writing.

CONSENT!

Dear Mr. Bateman:
Will you please assist me in evaluating Ms. Alice Barron for work as a district sales manager with us. In her application Ms. Barron indicated that she worked for you as a salesperson from early 2001 to 2005. ~She has authorized this inquiry.~
The work for which we are considering Ms. Barron involves supervision a staff of four salespeople plus an office staff of two. While with you, did Ms. Barron show the leadership ability such an assignment requires?
As a manager, Ms. Barron would need to know administration. She would be responsible for running the business end of an office. Do you feel she has the necessary knowledge and Ability

6.2 Writing Response

If the response is favorable (e.g. you are complying with the reader's request, the news is good), then direct order is used.

- Head
1. Begin with the answer to the query or by saying that **you are complying with the request…**

2. Identify the message being answered in the beginning or in a subject line.

- Body
1. Continue to give what is wanted in an orderly arrangement.
2. If **any answer is bad news, give sufficient extras.**

- Ends in goodwill

We usually need to write response to the following queries:
- ** Personnel Evaluation
- ** Adjustment grants
- ** Claim Letter

6.3 Getting to the point in Good News and neutral message

Short messages are usually written in direct order
Long messages are indirect

Preliminary assessment: determine the reader’s action-> positive, neutral or negative
Positive message-> direct kotha bolo
Negative message-> indirectly bolo

General direct plan:
- Start with objective
- Include necessary information
- Cover the remainder of the obj
- End with goodwill

Preliminary considerations in writing routine inquiries
- Direct approach while asking something

Directness for routine inquiries
- Opening-> begin with objective
- Body-> Include any necessary explanation
- Give questions structure, number them, make them stand out
- Closing-> end with goodwill

Date: Tue, 17 Nov 2005 09:11:15 –0800(PST)
From: Jadami1@aol.com
To: Sarah Brown <Sarah_Brown@trevorhardware.com>
Subject: Confidential report on Ms. Cindy Commons, requested July 2

Dear Ms. Brown:

Will you please send me an itemized statement covering my account for January.

According to my invoice file, the amount owed should be $2,374.27. Your statement shows $2,833.74 owed. Perhaps you did not record the $427.17 of merchandise returned on invoice no. 3211C late last week. But even this possible error does not explain all of the difference.

I shall appreciate your usual promptness in clearing up this matter.

Jane Adami, President
Two Sisters Antiques

Inquiries about people

- Ensure respect of human rights
- Structure around the one job

Preliminary Considerations in writing a favorable response

- You are complying with the reader's request
- The news is good
- Thus, directness is justified

Directness for a favorable response

- Begin with the answer or state complying with request
- Body: Give in orderly way, negative information must be given proper emphasis
- Closing: End with favorable words

Indirect approach and grudging tone produce negative effect

6.4 Preliminary considerations in writing Adjustment letters

Even though a bad thing has happened, you are correcting it. So a direct plan is followed. Overcome the negative image in reader's mind

- Start with good news
- Emphasize the positive throughout the message

- Avoid negative words like trouble, damage and broken.
- Regain lost confidence
- End with goodwill

6.4 Preliminary considerations in writing an Order Acknowledgement

These are thank-you messages in the form of favorable response
->You received an order
->Report the status of the order
->Situation is good news
-> Directness is justified

- Opening-> give status, include goodwill
- Body-> include a thank you, If there is a problem report frankly
- Closing-> adapted friendly words

Use positive, tactful language to address vague or back orders.

Claim letter

- Begin directly
- Explain the facts
- End positively

Chp 7 - Maintaining goodwill in bad-news messages

→ READ SLIDE first

Indirect order is used for bad news messages because You can't just randomly say "oopsie all your stocks now worth 3$." That's gonna ruin your partnership and reputation. So sugarcoat!

Questions

1. Why are bad news messages usually written in indirect order?
2. In which cases should a bad news message be written in direct order?
3. What is the general indirect plan?
4. How to refuse a request?
5. Refuse a request of a student that wants your employee dataset for his project
6. Adjustment refusal procedure
7. Write an adjustment refusal procedure for less money given!
8. Steps for credit refusal
9. Write a credit refusal message to refuse credit for X company.

Slide Summary

Bad news message usually in indirect order
-> Bad news is received more positively when preceded by explanation

Exceptions can be made
When the message is routinely accepted
Frankness is wanted
When goodwill is not a concern(rare)

Preliminary considerations of a refused request:
The news is bad
The reader wants something which you must refuse.
Say no and maintain goodwill
Present reasons that will convince

Preliminary considerations in writing adjustment refusals
Decision has been made to refuse unjustified claim
The news is bad
Present bad news in positive way
Think through the situation to develop a strategy

Preliminary considerations in writing credit refusals
Refusals of credit can be very negative

They should be handled tactfully->friendly and profitable
Begin by developing an explanation
-> if finances are weak-> direct
-> if morals are weak-> tactful

Chapter 8 - Indirectness in Persuasive Message

When we want to persuade people into buying our sus product, we need to add a lot of rubber-stamp and sugar coating words. Hence indirectness is needed in persuasive and sales messages.

Question

1. What is the procedure for writing a persuasive message?
2. Write a persuasive message to request an industry leader to give a lecture in your school teachers' meeting.
3. Why write sales messages?
4. Preliminary Steps to sales writing
5. Determining the appeal in sales - rational or emotional?
6. What are the organizations of the Sales message?
7. AIDA Model
8. Conventional Organization Pattern of sales message
9. Write a rational sales message about selling an oil burner, the Catalytic Carburetor Assembly.
10. Write a sales message on selling quality candy.

Here, our goal is to ask for something that the reader is likely to reject. Hence we must develop a strategy that will convince the reader otherwise.

Persuasive Message

Yes, that's correct. Here is a more detailed explanation of the procedure for writing a persuasive request, as outlined in 8-4:

1. Open with attention-grabbing words: Begin the message with words that capture the reader's attention and set the tone for the persuasion that follows. This might be a provocative statement, a surprising fact, or a rhetorical question, for example.

2. Present the strategy: Use persuasive language and a you-viewpoint to present the reasons why the reader should take the desired action. This might include highlighting the benefits to the reader or emphasizing the negative consequences of not taking action.

3. Make the request: Clearly and directly make the request without any negative language. State what you want the reader to do and when you need it done by.

4. End with a recall to action: End the message with a reminder of the appeal or with words that reinforce the persuasive strategy. This might be a restatement of the benefits to the reader or a call to action that emphasizes the urgency of the situation.

Here's an example of how you might use this procedure to write a persuasive request:

Dear Manager,

As you know, our department has been struggling to meet our sales targets for the last few months. I believe I have a solution that can help us turn things around and start hitting our numbers again.

The strategy I propose is to invest in a new marketing campaign that targets a wider audience and highlights the unique benefits of our products. By doing so, we can increase our brand awareness and generate more leads, which should lead to increased sales.

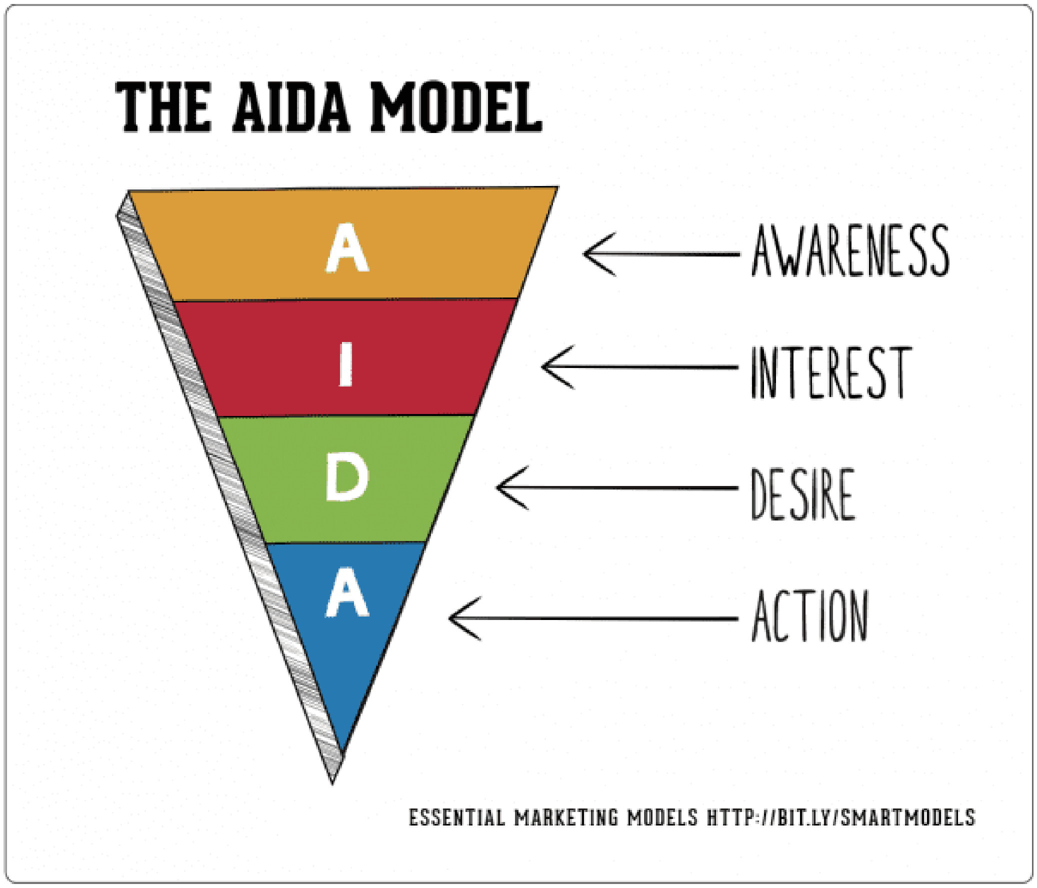
I request that we allocate a budget of $10,000 to this marketing campaign and begin implementation within the next two weeks. This is a crucial step to help us meet our sales targets and position our department for success.

Thank you for your consideration, and I look forward to your response.

Best regards,
[Your Name]

AIDA Model

your marketing communications strategy.



Identifies Cognitive stages a person goes through during the process of buying a product or service.

AIDA->

Awareness: creating brand awareness or affiliation with your product or service
Interest: Generating interest in the benefits of your product or service
Desire: for your product or service through an 'emotional connection', showing your brand personality. Move the consumer from 'liking' it to 'wanting it'.

Action: Move the buyer to interact with your company and taking the next step ie. downloading a brochure, making the phone call, joining your newsletter, or engaging in live chat

Retention: We all know that this is key to upsell, cross-sell, referrals, Advocacy and the list goes on

Awareness: How do we make buyers aware of our products or services? What is our outreach strategy? What is our brand awareness campaign? Which tools or platforms do we use? What should the messages be?
Interest: How will we gain their interest? What is our content strategy? Social proof available to back up our reputation? How do we make this information available and where ? ie. on website, via videos, customer ratings,
Desire: What makes our product or service desirable? How do we interact personally to make an emotional connection? Online chat? Immediate response to Twitter feed? Share tips and advice?
Action: What are the call to actions and where do we place them? Is it easy for consumers to connect and where would they expect to find it? Think about which marketing channel/platform you are using and how to engage ie. across emails, website, landing pages, inbound phone calls etc.
Retention: What is the proposition to retain loyalty? At what stage do we encourage this on-line and off-line, and how?

Here is a case study from our Marketing Models Guide showing how an award-winning hairdressing company, Francesco Group used the model to launch their new salon.

1. Awareness: Ran a PR campaign four months prior to launch, promoting award, stylists, qualifications etc. and was reinforced through a DM campaign to targeted customer groups.
2. Interest: Executed a direct mail campaign to offer a free consultation or hair cut and finish. They used research to support that this would work, as females are loyal if the offer is compelling.
3. Desire: Close to the opening of the new salon, they ran exclusive local launch events which were advertised through local press and social media. This created a local buzz for 'people wanting an invite' and excited to see the new salon.
4. Action: Clear CTAS were positioned on the Facebook site (call to reserve), the website (call to book) and local advertising (call in to receive discount or the offer.

Proposals

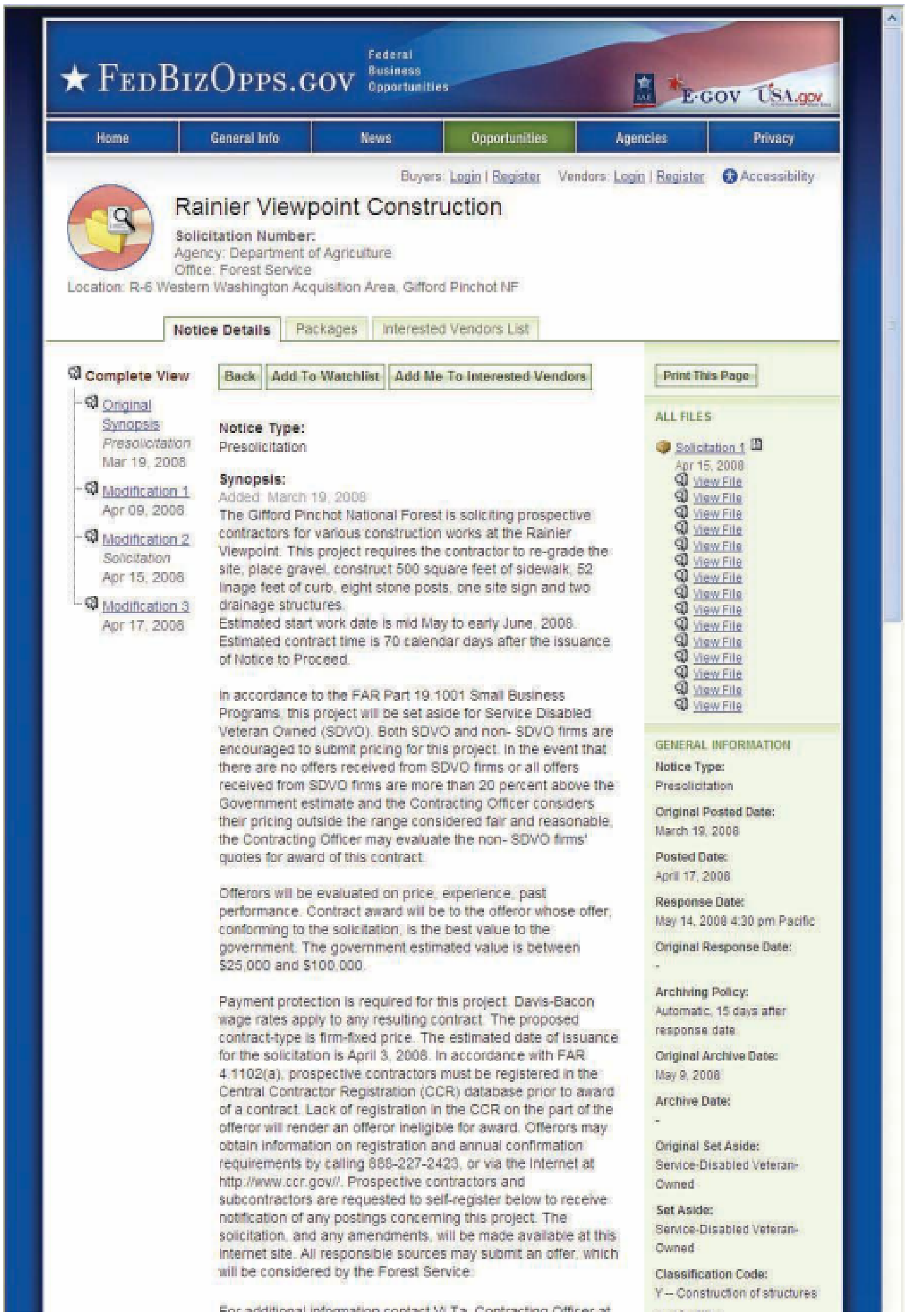
Like reports, proposals require that information be carefully gathered and presented. Visually, they are quite similar.

But proposals differ in an important way: **they are more persuasive.**
Their purpose is to persuade.

Internal or external: Proposals can be internal or external. For example, you may need to persuade your supervisor to allocate more resources to you.

External proposals to get external funding for business. Consulting firms depend on external proposals.

Solicited or unsolicited: Another way to categorize proposals is solicited vs unsolicited. Solicit proposal is written in response to an explicit invitation. Usually in response to RFPs or RFQs.
In unsolicited proposals, it is important to send a carefully planned out message as the receiver has not heard from you before. Persuasion very important here



Proposal format

Format and formality: Formats vary from short emails to long elaborate proposals.
Internal proposals-> short email

External proposals-> complex with full-dress, long reports, including prefatory pages, text and assortment of appended parts.

Formality-> External proposals are more formal than internal ones

Successful proposals are pitched in letter format.

Content: Prepare content according to the needs of your readers, which is mentioned in RFP.

Evaluate 3 things
Desirability of the solution (Do we need this? Will it solve our problem?)
Qualifications of the proposer
Return on investment

After figuring out what to propose and why, focus on how to propose

Consider the following topics during writing:

1. **Writer's purpose and reader's need:** . If the report is in response to an invitation, that statement should tie in with the invitation.
   e.g->
   As requested at the July 10 meeting with Alice Burton, Thomas Cheny, and Victor Petrui in your Calgary office, Murchison and Associates present the following proposal for studying the high rate of turnover among your field representatives. We will assess the job satisfaction of the current sales force, analyze exit interview records, and compare company compensation and human resource practices with industry norms to identify the causes of this drain on your resources.

   If a proposal is submitted without invitation, its beginning has an additional requirement: it must gain attention. So persuade

   E.g->
   The following pages present a proven plan for operations review that will (1) reduce food costs, (2) evaluate menu offerings for maximum profitability, (3) increase kitchen efficiency, (4) improve service, and (5) increase profits. Mattox and Associates proposes to achieve these results through its highly successful procedures, which involve analysis of guest checks and invoices and observational studies of kitchen and service work.

2. **Background:** Must do background study to understand the problem
3. **Need:** Closely related background information is the need for what is being proposed. Background information may well be used to establish need.

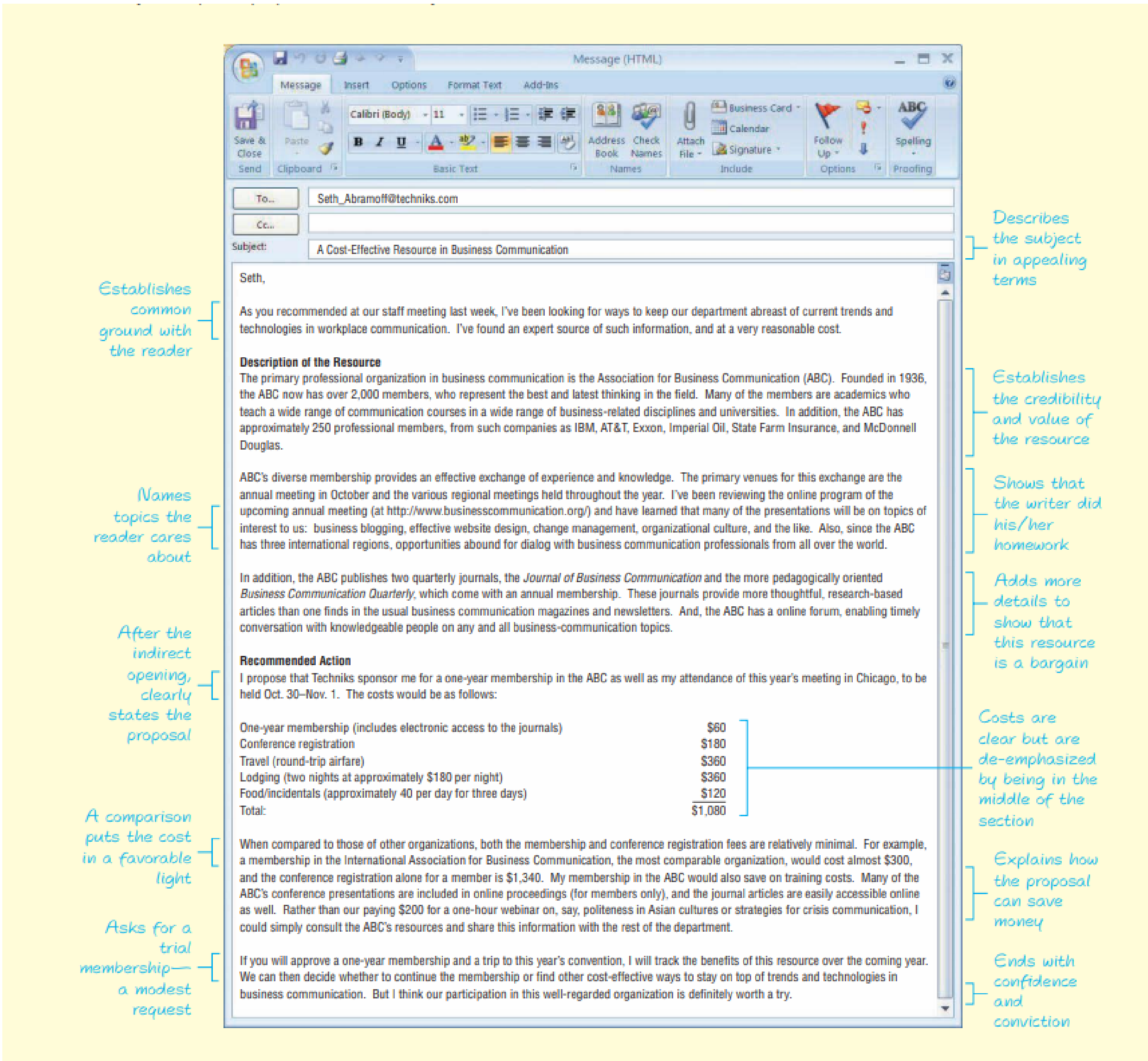
4. **Description of plan:** The heart of the proposal contains the plan, what the writer plans to do. There should be subheadings and everything should be concise and organized. The reader must be convinced of the plan's logic, feasibility and appropriateness. It should mention deliverables, tangible products.
5. **Benefits of the proposal:** Mention explicitly how your proposal benefits the reader. Benefits should appear at the front of the proposal, in a letter of transmittal, executive summary or opening paragraph.

6. **Cost and other particulars:** Mention what the plans cost after pitching the plan. You may also need to cover such other particulars as time schedules, performance standards, means of appraising performance, equipment and supplies needed, guarantees etc.
7. **Evidence of ability to deliver:** Tumi je dhanda na eita mention koro.
   However, resist the temptation to throw long, generic resumes at readers. The best way is to only include the most persuasive details.

8. **Concluding comments:** Urge the desired action. If it is not in the cover letter, it should be in the conclusion. Summary of the proposal can be included here.

In summary, learn persuasion before writing a proposal.

An Internal, Unsolicited Proposal



To... Seth_Abramoff@techniks.com

Cc...

Subject: A Cost-Effective Resource in Business Communication

Seth,

As you recommended at our staff meeting last week, I've been looking for ways to keep our department abreast of current trends and technologies in workplace communication. I've found an expert source of such information, and at a very reasonable cost.

Description of the Resource

The primary professional organization in business communication is the Association for Business Communication (ABC). Founded in 1936, the ABC now has over 2,000 members, who represent the best and latest thinking in the field. Many of the members are academics who teach a wide range of communication courses in a wide range of business-related disciplines and universities. In addition, the ABC has approximately 250 professional members, from such companies as IBM, AT&T, Exxon, Imperial Oil, State Farm Insurance, and McDonnell Douglas.

ABC's diverse membership provides an effective exchange of experience and knowledge. The primary venues for this exchange are the annual meeting in October and the various regional meetings held throughout the year. I've been reviewing the online program of the upcoming annual meeting (at http://www.businesscommunication.org/) and have learned that many of the presentations will be on topics of interest to us: business blogging, effective website design, change management, organizational culture, and the like. Also, since the ABC has three international regions, opportunities abound for dialog with business communication professionals from all over the world.

In addition, the ABC publishes two quarterly journals, the *Journal of Business Communication* and the more pedagogically oriented *Business Communication Quarterly*, which come with an annual membership. These journals provide more thoughtful, research-based articles than one finds in the usual business communication magazines and newsletters. And, the ABC has a online forum, enabling timely conversation with knowledgeable people on any and all business-communication topics.

Recommended Action

I propose that Techniks sponsor me for a one-year membership in the ABC as well as my attendance of this year's meeting in Chicago, to be held Oct. 30–Nov. 1. The costs would be as follows:

One-year membership (includes electronic access to the journals)	$60
Conference registration	$180
Travel (round-trip airfare)	$360
Lodging (two nights at approximately $180 per night)	$360
Food/incidentals (approximately 40 per day for three days)	$120
Total:	$1,080

When compared to those of other organizations, both the membership and conference registration fees are relatively minimal. For example, a membership in the International Association for Business Communication, the most comparable organization, would cost almost $300, and the conference registration alone for a member is $1,340. My membership in the ABC would also save on training costs. Many of the ABC's conference presentations are included in online proceedings (for members only), and the journal articles are easily accessible online as well. Rather than our paying $200 for a one-hour webinar on, say, politeness in Asian cultures or strategies for crisis communication, I could simply consult the ABC's resources and share this information with the rest of the department.

If you will approve a one-year membership and a trip to this year's convention, I will track the benefits of this resource over the coming year. We can then decide whether to continue the membership or find other cost-effective ways to stay on top of trends and technologies in business communication. But I think our participation in this well-regarded organization is definitely worth a try.

A Solicited External Proposal

Response to RFP 046:
Study of InfoStream Implementation at RT Industries

Proposed by
Whitfield Organizational Research
February 3, 2012

Executive Summary

Provides a clear overview of the problem, purpose, and benefits.

RT Industries has begun a major organizational change with its purchase of InfoStream enterprise resource planning (ERP) software. To track the effect of this change on personnel attitudes and work processes in the company, RT seeks the assistance of a research firm with expertise in organizational studies. Whitfield Organizational Research has extensive experience with personnel-based research, as well as familiarity with ERP software. We propose a four-part plan that will take place across the first year of implementation. It will yield three major deliverables: an initial, a midyear, and a year-end report. Our methodology will be multifaceted, minimally disruptive, and cost effective. The results will yield a reliable picture of how InfoStream is being received and used among RT's workforce. Whitfield can also advise RT management on appropriate interventions during the process to enhance the success of this companywide innovation.

Project Goals

RT Industries has so far invested over $1.6 million and over 1,000 employee hours in the purchase of and management's training on InfoStream's ERP system. As RT integrates the system fully into its company of 800+ employees over the next 12 months, it will invest many additional dollars and hours in the project, with the total investment likely to top $2 million. Adopting such a system is one of the most wide-ranging and expensive changes a company can make.

Shows knowledge of the company; reminds readers of the investment they want to protect.

Reinforces the need for the study.

As Jeri Dunn, Chief Information Officer of Nestle USA, commented in *CIO Magazine* about her company's well-publicized troubles with their ERP software, "No major software implementation is really about the software. It's about change management." An ERP system affects the daily work of virtually everyone in the company. The most common theme in ERP-adoption failure stories—of which there are many—is lack of attention to the employees' experience of the transition. Keeping a finger on the pulse of the organization during this profound organizational change is critical to maximizing the return on your investment.

Our research will determine

- How well employees are integrating InfoStream into their jobs.
- How the new system is changing employees' work processes.
- How the system is affecting the general environment or "culture" in the company.

Statement of benefits, supported by clear logic.

Whitfield has designed a four-part, multimethod research plan to gather these data. Through our periodic reports, you will be able to see how InfoStream is being integrated into the working life of the company. As a result, you will be able to make, and budget for, such interventions as strategic communications and additional training. You will also find out where employee work processes need to be adjusted to accommodate the new system.

Instituting a change of this magnitude *will* generate feedback, whether it is employee grumbling or constructive criticism. Whitfield associates will gather this feedback in a positive, orderly way and compile it into a usable format. The findings will enable RT's management to address initial problems and ward off future problems. The research itself will also contribute to the change management efforts of the company by giving RT's employee stakeholders a voice in the process and allowing their feedback to contribute to the initiative's success.

Deliverables

The information you need will be delivered as shown below. All dates assume a project start date of July 1, 2012.

Readers can see the products of the proposed research up front.

Approximate Date:	Deliverable:
October 1, 2012	Written report on **initial** study of 12–14 employees' work processes and attitudes and on companywide survey.
February 1, 2013	Written report at **midyear** on employees' work processes and attitudes and on companywide survey.
June 30, 2013	**Year-end** report (written and oral) on employees' work processes and attitudes and on companywide survey.

Anticipated Schedule/Methods

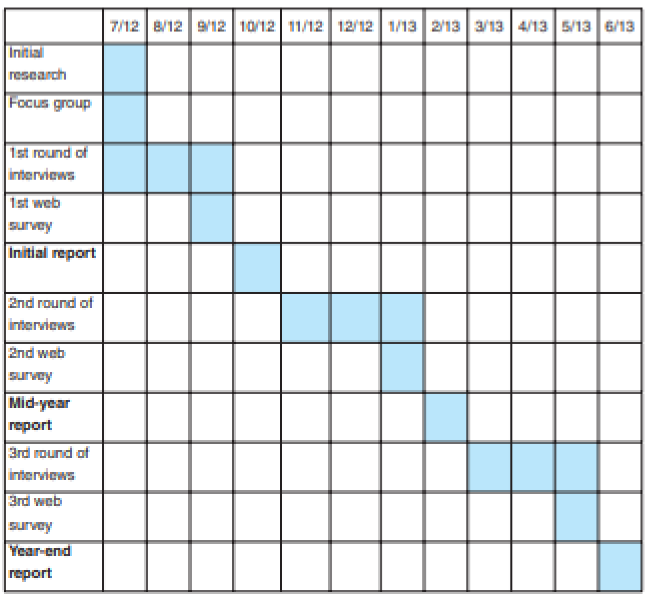
The research will take place from July 1, 2012, the anticipated go-live date for InfoStream at RT, to approximately June 30, 2013, a year later. As shown below, there will be four main components to this research, with Part III forming the major part of the project.

Research Part and Time Frame	**Purpose**	**Methods**
Part I (July '12)	Gather background information; recruit research participants	Gather data on RT (history, products/mission, organizational structure/culture, etc.). Interview personnel at RT and at InfoStream about why RT considered adopting an ERP system, why RT bought InfoStream, and how employees at RT have been informed about InfoStream. During this period we will also work with the COO's staff to recruit participants for the main part of the study (Part III).

Gives details of the project in a readable format.

Research Part and Time Frame	Purpose	Methods
Part II (July '12):	Obtain the perspective of the launch team on InfoStream	Focus-group interview with RT's launch team for InfoStream, with emphasis on their goals for and concerns about the implementation. Anticipated duration of this interview would be one hour, with participants invited to share any additional feedback afterward in person or by email.
Part III (July–Sept. '12; Nov. '09–Jan. '13; Mar.–June '13):	Assess the impact of InfoStream on employee work processes and attitudes	Conduct three rounds of 1–2 hour interviews with approximately 12–14 RT employees to track their use of InfoStream. Ideally, we will have one or two participants from each main functional area of the company, with multiple levels of the company represented.
Part IV (September '12, January '13, May '13)	Assess companywide reception of InfoStream	Conduct three web-based surveys during the year to track general attitudes about the implementation of InfoStream.

This plan yields the following time line:



Timeline makes it easy to see what will happen at each point.

- Asking employees to verify the researcher's findings **will add another validity check and encourage honest, thorough answers.**

Specific Knowledge Goals

We will design the interviews and the companywide surveys to find out the extent to which

- InfoStream is making participants' jobs easier or harder, or easier in some ways and harder in others.
- InfoStream is making their work more or less efficient.
- InfoStream is making their work more or less effective.
- They believe InfoStream is helping the company overall.
- They are satisfied with the instruction they have received about the system.
- InfoStream is changing their interactions with other employees.
- InfoStream is changing their relations with their supervisors.
- InfoStream is affecting their overall attitude toward their work.

A tantalizing list of what the readers most want to know whets their desire to hire the proposing company.

The result will be a detailed, reliable picture of how InfoStream is playing out at multiple levels and in every functional area of RT Industries, enabling timely intervention by RT management.

Cost

Because we are a local firm, no travel or lodging expenses will be involved.

Research Component	Estimated Hours	Cost
Part I (background fact finding)	6 hours	$300
Part II (focus group with launch team)	3 hours (includes preparation and analysis)	$300
Part III (3 rounds of on-site interviews)	474 hours	$18,960
Part IV (3 rounds of web-based surveys)	48 hours	$1,920
Preparation of Reports	90 hours	$3,600
		Total: $25,080

Cost breakdown justifies the expense but is not so detailed that the readers can nitpick specific items.

Credentials

Whitfield Organizational Research has been recognized by the American Society for Training and Development as a regional leader in organizational consulting. We have extensive education and experience in change management, organizational psychology, quantitative and qualitative research methods, and team building. Our familiarity with ERP software, developed through projects with such clients as Orsys and PRX Manufacturing, makes us well suited to serve RT's needs. Résumés and references will be mailed upon request or can be downloaded from <www.whitfieldorganizationalresearch.com>.

Efficient credentials section focuses only on those qualifications that are relevant to this situation.

Proposal format:

Business Proposal format.docx

Chapter 9

Cover letter of CV

Two types of letters: solicited and unsolicited
Give introduction that gets the reader’s attention
Match qualification to the reader’s needs
A conclusion that requests action provides contact info and makes response easy

and tone.

Mildred E. Culpepper

2707 Green Street
Lincoln, NE 68505
Voice/Message: 402-786-2575
Fax: 402-594-3675
Email: mculpepper@credighton.edu

April 22, 2012

Ms. Marlene O'Daniel
Vice President for Administration
Continental Insurance Company
3717 Saylor Road
Des Moines, IA 50313-5033

Dear Ms. O'Daniel:

One of your employees, Victor Krause, suggested that I apply for the communications specialist position you have open. Here are a summary of my qualifications and a résumé for your review.

Gains attention with associate's name—opens door

Presently, I am in my fifth year as a communications specialist for Atlas Insurance. My work consists primarily of writing a wide variety of documents for Atlas policyholders. This work has made me a convert of business communication, and it has sharpened my writing skills. And, more importantly, it has taught me how to get and keep customers for my company through writing well.

Employs conservative style and tone

Shows the writer knows the skills needed for the job

Additional experience working with businesspeople has given me an insight into the communication needs of business. This experience includes planning and presenting a communication improvement course for local civil service workers, a course in business writing for area executives, and an online course in financial communication for employees of Columbia National Bank.

Uses subtle you-viewpoint—implied from writer's understanding of work

My college training provided a solid foundation for work in business communication. Advertising and public relations were my areas of concentration for my B.S. degree from Creighton University. As you will see on the enclosed résumé, I studied all available writing courses in my degree plan. I also studied writing through English and journalism.

References résumé

Brings review to a conclusion—fits qualifications presented to the job

In summary, Ms. O'Daniel, both my education and experience have prepared me for work as your communication specialist. I know business writing, and I know how it can be used to your company's advantage. May we discuss this in an interview? You can reach me at 402-786-2575 to arrange a convenient time and place to meet.

Moves appropriately for action

Sincerely,

Mildred E. Culpepper

Mildred E. Culpepper

Enc.

Cover Letter (Interest and Good Organization in a Response to an Advertisement). Three job requirements listed in an advertisement determined the plan used in this letter.

4407 Sunland Avenue
Phoenix, AZ 85040-9321
July 8, 2012

Ms. Anita O. Alderson, Manager
Tompkins-Oderson Agency, Inc.
3901 Tampico Avenue
Los Angeles, CA 90032-1614

Dear Ms. Alderson:

Uses reader's words for good attention gainer

Sound background in advertising … well trained … works well with others.…

These key words in your July 6 advertisement in the *Times* describe the person you want, and I believe I am that person.

Demonstrates ability to write advertising copy through writing style used

Shows clearly what the writer can do on the job

I have gained experience in every area of retail advertising while working for the *Lancer*, our college newspaper. I sold advertising, planned layouts, and wrote copy. During the last two summers, I gained firsthand experience working in the advertising department of Wunder & Son. I wrote a lot of copy, some of which I am enclosing for your inspection; you will find numerous other examples on my blog at <http://janekbits.blogspot.com>. This experience clearly will help me contribute to the work in your office.

Shows strong determination through good interpretation

In my major, I studied marketing with a specialization in advertising and integrated marketing communications. My honor grades show that I worked hard, especially on a project using a variety of media raising money for schools in Louisiana, Texas, and Mississippi's hurricane damaged areas. Understanding the importance of being able to get along well with people, I actively participated in Sigma Chi (social fraternity), the Race for the Cure (breast cancer), and Pi Tau Pi (honorary business fraternity). From the experience gained in these associations, I am confident that I can fit in well at Tompkins-Oderson.

Provides good evidence of social skills

Leads smoothly to action

As you can see from this description and the enclosed résumé, I am well qualified for your position in advertising. You can email me at janek@hotmail.com or call and text message me at 602-713-2199 to arrange a convenient time to talk about my joining your team.

Sincerely,

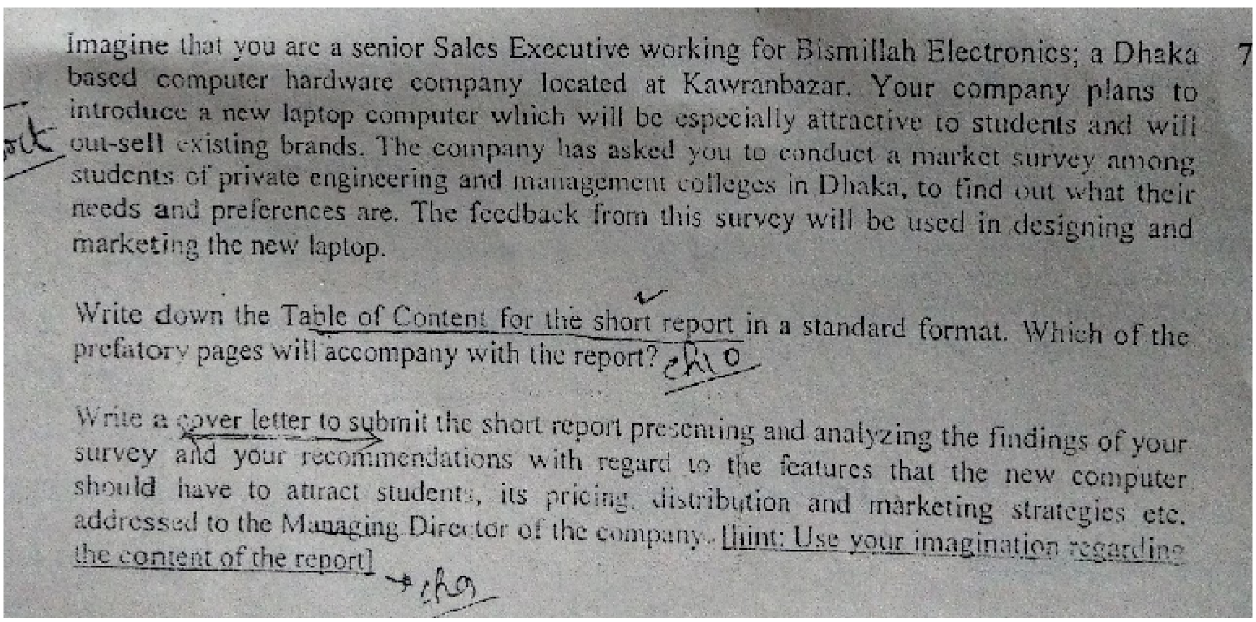
Michael S. Janek

enclosures

Chapter 10-11

Questions

1. What is a report?
2. What are the purposes of writing a report?
3. How to write a report? ANSWER WHERE
4. How to analyze a report and explain the outcomes?ANSWER WHERE
5. Outline the components of the prefatory part, the report body, the ending part and the appended parts of a long formal message.
6. Write down the difference between long report and short report
7. Write a cover letter for the report.
8. Write a short report. How to write this? Shikhay nai mone hoy short report. Bad taile? Abhijit Paul



Imagine that you are a senior Sales Executive working for Bismillah Electronics; a Dhaka based computer hardware company located at Kawranbazar. Your company plans to introduce a new laptop computer which will be especially attractive to students and will out-sell existing brands. The company has asked you to conduct a market survey among students of private engineering and management colleges in Dhaka, to find out what their needs and preferences are. The feedback from this survey will be used in designing and marketing the new laptop. 7

Write down the Table of Content for the short report in a standard format. Which of the prefatory pages will accompany with the report? ch10

Write a cover letter to submit the short report presenting and analyzing the findings of your survey and your recommendations with regard to the features that the new computer should have to attract students, its pricing, distribution and marketing strategies etc. addressed to the Managing Director of the company. [hint: Use your imagination regarding the content of the report] +ch9

Defining a report(Details optional, but definition is important)

Definition: A business report is an orderly and objective communication of factual information that serves a business purpose. It must have the following characteristics:

1. **Orderly communication** : As an orderly communication, a report is prepared carefully. Thus, care in preparation distinguishes reports from casual exchanges of information.
2. **Objectivity**: The objective quality of a report is its unbiased approach. Reports seek to present facts. They avoid human <u>biases</u> as much as possible.
3. **Communication** : The word communication in our definition is broad in meaning. It covers all ways of transmitting meaning: speaking, writing, using graphics.

4. **Factual Information** : The basic ingredient of reports is factual information. Factual information is based on events, statistics, and other data.
5. **Business purpose**: To be classified as a business report, a report must serve a business purpose.

What is the structure/format of a report?

Just memorize the report format given by sir : Report format.docx

How to write a report? ANSWER E KI LIKHBO

Read the slide on report writing
Chapter4-10.pptx ye konsi slide eita uray dilam Sampad Sikder ? rakho hihi but nicher ta beshi important!!!!!!!!!!!!!!
Report Writing .pdf

Affective Title for Report

An effective title should have the following properties.
1. First, it predicts content.
2. Second, it catches the reader's interest.
3. Third, it reflects the tone or slant of the piece of writing.
4. Fourth, it contains keywords that will make it easy to access by a computer search.

How to write an executive summary?

An executive summary is a miniature version of the report that says as much as possible using the fewest words.

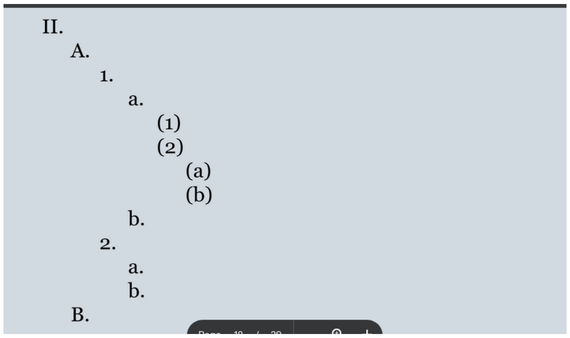
It is the single most important part of the report. It is written in a manner that it can be read alone without the accompanying report.

- It summarizes the whole report so it should be written **last**.
- It is usually 5-10% in length of the primary report.
- Must be written in the same order as the primary document. It should outline the key ideas, arguments and conclusions.

Table of Contents writing

It has two formats.

1. Alphanumeric Outline
2. Decimal Outline



II.
A.
1.
a.
(1)
(2)
(a)
(b)
b.
2.
a.
b.
B.

Outline headings are also two types.

1. Topic Headings: Usually 1-2 words long. Merely identifying the topic of discussion.
2. Talking Heading: Summarizes the subject being covered.

Page numbering in Prefatory Part: It is in lowercase Roman numerals. It starts from Executive summary till body part.
Page numbering in Body part: Normal numbers
Appendix pages numbered separately from the report body and related to numbering of Appendix; e.g. 1-1, 1-2, 1-3 etc. or A-1, A-2, A-3 etc.

Structural Guidelines

1. Transitions: Succeeding sections should be correlated by these transition lines. They may appear at the beginning, middle or end of a section
2. Headings: Headings must precisely describe what is being covered.
3. Internal Previews: appear at the beginning of a section after a primary-level heading
4. Internal Summary: appear at the close of a section before a primary-level Heading, reiterate key points.

Designing Effective Visuals

1. Simple consistent and clear
2. Either landscape or portrait
3. Figure identification at the bottom of the figure
4. The figure must be referenced in the text
5. The figure should be as close to the initial reference as possible but not before it.
6. No need to explain everything in the image in text.
7. A visual should cover a single topic or idea.

What is the difference between a long report and a short report?

Sharif Mohammad Abdullah aaaaa EITA NAI HUDA. ETA EXAM E ASCHILO Sampad Sikder duibar.

According to Lesikar's Business Communication book, the main differences between a long report and a short report are:

1. **Length:** As the names imply, the main difference between a long report and a short report is the length. Long reports are usually several pages long and may be divided into sections or chapters, while short reports are typically no more than a few pages.

2. **Purpose:** Long reports are often used to provide detailed information and analysis on a particular topic or issue. They may include extensive research, data analysis, and recommendations. Short reports, on the other hand, are usually used to provide brief updates or summaries on a specific issue or topic.

3. **Audience:** The audience for a long report is often a group of people with varying levels of expertise in the subject matter. As a result, long reports may include detailed explanations and background information to ensure that all readers can understand the content. Short reports, on the other hand, may be targeted at a specific audience, such as a supervisor or a team member, who already has some familiarity with the topic.

4. **Format:** Long reports often follow a formal format with a table of contents, executive summary, introduction, body, and conclusion. Short reports may be less formal and may not follow a specific format.

5. **Level of detail:** Long reports provide more detailed information and analysis on a particular topic, while short reports provide a brief overview of a topic with only the most important information.

6. **Visual Aids:** Long reports may use more visual aids, such as graphs, charts, and tables, to help convey complex information. Short reports may also use visual aids, but to a lesser extent

In summary, long reports are used to provide detailed information and analysis on a specific topic or issue, while short reports are used to provide brief updates or summaries on a specific topic. The main differences between the two types of reports are their length, purpose, audience, format, and level of detail.

How to write a cover letter for a report?

It is also called the letter **of transmittal.** The letter must be signed. It should start by addressing the person you are submitting the report to, state your purpose clearly and then continue along the following lines.

Md. Iftekhar Amin
Associate Professor
Instructions of Business ADministration
University of Dhaka

Subject: Submission of the report on "Insomnia on the rise in Bangladesh."

I am pleased to submit my report on "Insomnia on the rise in Bangladesh?"that was commissioned by the Welfare Department to better adjust our marketing schemes to address the urgent social issues.

The report contains valuable insights and survey results into the aspect of Insomnia in Bangladesh. Please ***find enclosed a copy of the report,*** *as well as an executive summary on our objective & findings.*

Regards
Abhijit Paul
Industrial & Organizational Psychologists

Write a cover letter for the report.

Md. Iftekharul Amin
Associate Professor
Institute of Business Administration
University Of Dhaka

Subject: Submission of the final report on Enhancing Autism Education with Human-Computer Interaction (HCI) in Bangladesh.

Dear Sir,
With due respect, I am pleased to submit the final report on Enhancing Autism Education with Human-Computer Interaction (HCI). Although this report may have shortcomings, I tried my best to prepare a proper report. I would be highly obliged if you overlook my mistakes and accept my effort.

Sincerely yours,

Istiaq Ahmed Fahad
BSSE 1204
Institute of Information Technology
University of Dhaka

March 12, 2023

Md. Iftekharul Amin

Associate Professor,

Institute of Business Administration, University Of Dhaka

Dear Sir,

It is with great pleasure that I submit to you our report, "Exploring the Impact of AI-Assisted Tools on Creative Writing: Implications and Opportunities". This report was commissioned in order to better understand the impact of AI on the creative industries, and to explore the potential opportunities and challenges presented by this emerging technology.

I believe that my report offers a valuable contribution to the ongoing conversation about the role of AI in creative writing, and we hope that it will be of interest to your readers. Please find enclosed a copy of the report, as well as an executive summary and a list of references and appendices.

Thank you for your consideration of my work, and we look forward to hearing your thoughts on my findings.

Sincerely,

Nazmus Sakib

Undergraduate Student,

Institute of Information Technology, University of Dhaka.

Chp 13 - Oral & Interpersonal Communication

Questions

1. Why is oral communication important in business communication?
2. What are the interpersonal kinds of oral communication?
3. What are the elements of good talking?
4. What are the techniques to conduct meetings?
5. How are meeting minutes written?
6. What are the ways to improve listening skills?
7. What are the ten commandments of listening?
8. How to be effective in nonverbal communication?

Talking = informal oral communication

Discuss about the prevalence of oral communication

We spend more time talking than writing. Hence oral communication is very important.

Most of our work requires informal communication, starting from morning meetings, club meetings, inter-group communication etc. And thus, having a better informal communication skill pushes you forward in your job.
In addition to informal talking and listening, various kinds of other interpersonal oral communication take place in business

We also need formal oral communication sometimes, like in:
1. Committee meetings
2. Conference
3. Group discussions
4. Dictation
5. Meetings
6. Speeches
7. Oral Reports

Pnemonics: MD COGS

Types of Interpersonal Oral Communication

Informal Talking:
Most of us do a reasonably good job of informal talking. To improve, imagine what qualities you would like in a good talker and the worst one.

Conducting and participating in business meetings:
These will range from extreme formality to extreme informality. On the formal end will be conferences and committee meetings, while discussions with groups of fellow workers will be at the informal end.
Using the phone

Elements of Good Talking

The techniques of good talking use four basic elements.
1. Voice Quality: Voice quality refers to the **pitch and resonance** of the sounds a speaker makes.
Talking slow or fast, unpleasant to melodious voices, talking in monotone, effect of high pitch - we know all of these. Using this knowledge, we can record our voice, listen to it and then make a conscious effort to improve it.

2. Style: Style refers to a **set of voice behaviors that give each person a unique voice.** Style of talking projects the speaker's personality. Some people sound convincing, confident, others sound sincere, some sound confused, some sound passive-aggressive. So understand your talking style and make appropriate changes. A self-analysis of your talking should show you your talking style and the image it projects

3. Word Choice: In formal communication, you should not use words you use casually with your friends. Additionally, you should use words that are respectful. You should use words that the listener's **would understand while also making sure that you are not talking down on the knowledge of listeners.**

4. Adaptation to Your Audience: Adaptation is fitting the message to the listener. It includes word selection, but here we refer to the combined effect of words, voice, and style. Aside from word choice, it also includes adapting to voice and style. For example, when the voice, style, and words in an oral message aimed at children would be different for the same message aimed at adults.

Courtesy in conversation

- Do not interrupt.
- Don't talk loudly.
- Encourage others to make their voice heard.

- Don’t be aggressive while pressing points

Techniques for conducting meeting

Accepted rules of conduct-> Parliamentary procedures
You are the leader of the meeting so you need to know some techniques of conducting the meeting. You need to plan.

1. Plan Ahead/Plan the meeting: Develop an agenda(list of topics) that needs to be covered to achieve the goal of the meeting. Then you should order those topics - which topics should be discussed first and which later. Then you should send this agenda to participants before the meeting.
2. Follow the plan: Meetings tend to stray from the agenda topics as new topics come up. As the leader, you should control the flow of the meeting - keep the new topics for the end of the meeting or for a future meeting.
3. Move the discussion along: You should bring agenda topics one after another has been completed. You should **control the meeting from straying**. But you also need to ensure that you are not interrupting rudely, that the person has made their point.
4. Control those who talk too much: Some people tend to dominate the meeting. m. Of course, you want the meeting to be democratic, so you will need to let these people talk as long as they are contributing to the goals of the meeting. However, when they begin to stray, duplicate, or bring in irrelevant matters, you should step in.
You should control them by summarizing their viewpoints when they have said enough or moving to the next topic.
5. Encourage participation for those who talk too little: Your job as leader is to encourage these people to participate by asking them for their viewpoints and by showing respect for the comments they make.
6. Control Time: When meeting time is limited, you need to plan how much time each item should possess. It is useful to mention time-left during meetings to make participants aware.
7. Summarize at appropriate places: You should tell summary of discussion of one topic before moving to another topic. If discussion resulted in multiple viewpoints, you can call a vote after summarizing viewpoints.
8. Take meeting minutes: Assign the task of taking meeting minutes to someone.

TEMP SCFC

Meeting Minutes

The format of meeting minutes will depend on the nature of the meeting, group preferences, and company requirements.
Some minutes are highly formal, with headings and complete sentences, while others might simply resemble casually written notes to oneself

The minutes of a meeting usually list the date, time, and location along with those persons who attended and those who were supposed to attend but were absent; Some minutes may also note excused or unexcused absences. If there is an agenda, the minutes will usually **summarize the discussion of each agenda topic.**

Minutes

International Association of Business Communicators (IABC)
Executive Board Meeting
February 23, 2009
Clearwater Room, 7 p.m.

Attended: Jim Solberg, Aaron Ross, Linda Yang, Tyler Baines, Sara Ryan
Absent: Jenna Kircher (excused) Rebecca Anderson (unexcused)

I. Officer Reports

A. *President*: Jim Solberg. Jim received a message from the director of university programs reminding him to view IABC's officer roster. He reviewed it on February 16 and signed the required forms.

B. *Vice president*: Linda Yang. Linda compiled job descriptions for all officer positions. Jenna put them on the IABC Web site. The link to the description of the secretary's position was not working. She is contacting Jenna to fix the link.

C. *Secretary*: Aaron Ross. Minutes of the last meeting were read and approved. He sent a thank-you note to Village Pizza for letting us have our last social there. Our average general meeting attendance is 15 even though we have 27 people who have paid dues. At the next executive board meeting, we should discuss ways to improve attendance.

D. *Treasurer*: Rebecca Anderson. No report.

II. Committee Reports

A. *Public Relations Committee:* Tyler Baines. The committee wants to have a public relations campaign in place for next fall. He will be asking for volunteers at the next general meeting.

B. *Web Development Committee:* Jenna Kircher. No report

C. *Social Committee:* Sara Ryan. The next social will be at the campus bowling alley on March 12 at 7 p.m.

III. Old Business

A. *Bake sale fundraisers:* The $76 we earned this time is less than the $102 we earned at the last one. We will discuss creative fundraising ideas at the next general meeting.

B. *Community service project:* Linda has the forms for participating in IABC's Relay for Life team on April 26–27. She will present them at the next general meeting and ask for volunteers.

IV. New Business

A. *Election of new officers:* Linda. Officers will be elected at the April meeting. We need to encourage people to run.

B. *Attendance at exec board meetings:* Jim. Rebecca has missed every executive board meeting this semester without an excuse. The bylaws state that anyone with more than three unexcused absences in an academic year can be removed from the exec board and office. Jim sent Rebecca an email reminding her of the bylaws, but she did not respond. The Executive Board voted unanimously to remove Rebecca from the board and office. Jim will send her a letter thanking her for her service and telling her she is off the board and no longer treasurer.

C. *Hot chocolate promo*: Sara. Sara requested $20 to buy supplies to serve hot chocolate on the quad from 7:30–9:30 a.m. on Monday, March 9, to promote IABC. Linda moved to spend the $20. Jim seconded the motion. Motion carried unanimously.

V. Adjourn

The meeting adjourned at 8:30 p.m. The next general meeting will be Monday, March 2, at 7 p.m. in the Alumni Room. The next exec board meeting will be Monday, March 9, at 7 p.m. in the Clearwater Room.

Respectfully submitted,

Aaron Ross

Techniques for participating in a meeting

1. Follow the agenda: You should not bring up items that are not related to current agenda topic.
2. Participate
3. Don't talk too much
4. Cooperate: Respect the leader or his effort to make progress. Also respect other participants.
5. Be courteous: You should respect their rights and opinion and you should let them speak.

Using the phone

The recommended procedure when you are calling is to introduce yourself immediately and then to ask for the person with whom you want to talk

"This is Wanda Tidwell of Tioga Milling Company. May I speak with Mr. José Martinez?"

When receiving calls:

"Rowan Insurance Company. How may I help you?"

1. **Have professional voice quality**. Friendly voice is important, talk like you would talk face to face(even smiling or gesturing)
2. **Courtesy**
    a. Immediately ask for the person you want to talk to.
    b. Do not offend the caller when receiving
    c. Don't put it on hold. If it is a must, check back regularly.
    d. Promise callback if busy, but don't make fake promises.
3. **Effective phone procedures**
    a. State purpose early
    b. Be considerate, listen, do not dominate. Use time efficiently.
4. **Effective voicemail techniques**
    a. Begin like in a telephone call.
    b. Speak clearly and distinctly
    c. Begin with an overview and later give details.
    d. Mention what do you want from the listener at the end, precisely

5. **Cell phone and their courteous use:** Don't be a jerk

Dictating (Syllabus e nai mone hoy)

First, gather all the information you will need so you will not have to interrupt your dictating to get it.
• Next, plan (think through) the message.
• Until you are experienced, force the words to flow—then revise.
• Remember, also, to speak in a strong, clear voice.
• Give punctuation and paragraphing in the dictation.
• Play back only when necessary.
• Proofread for accuracy.

Listening

By listening, we usually think of the act of sensing sounds. But there is more to listening skill - sensing, understanding, filtering & remembering.

1. Sensing: Depends on how well our ear can sense sounds plus your attention span. Some people have really short attention spans.
2. Filtering . This filter is formed by the unique contents of your mind:
Your knowledge, emotions, beliefs, biases, experiences, and expectations give symbols meaning through the unique contents of each person's mind.
3. Remembering: We usually forget most of the things after 10 minutes to 1 hour. After a day, we only remember about a fourth of the contents.

Improving your listening ability ****

1. Be alert and pay attention
2. Concentrate on improving interpretation
3. Think from the speaker's viewpoint
4. Consciously try to remember
5. Follow the ten commandments

The ten commandments of listening

1. Stop talking. Even when we are not talking, we are inclined to concentrate on what to say next rather than on listening to others. So you must stop talking (and thinking about talking) before you can listen.
2. Put the talker at ease. If you make the talker feel at ease, he or she will do a better job of talking. Then you will have better input to work with.
3. Show the talker you want to listen. If you can convince the talker that you are listening to understand rather than oppose, you will help create a climate for information exchange. You should look and act interested. Doing such things as reading, looking at your watch, and looking away distracts the talker.

4. Remove distractions. Other things you do also can distract the talker. So don't doodle, tap with your pencil, or shuffle papers.
5. Empathize with the talker. If you place yourself in the talker's position and look at things from the talker's point of view, you will help create a climate of understanding that can result in a true exchange of information.
6. Be patient. You will need to allow the talker plenty of time. Remember that not everyone can get to the point as quickly and clearly as you. And do not interrupt. Interruptions are barriers to the exchange of information.
7. Hold your temper. Anger impedes communication. Angry people build walls be- tween each other; they harden their positions and block their minds to the words of others.
8. Go easy on argument and criticism. Argument and criticism tend to put the talker on the defensive. He or she then tends to "clam up" or get angry. Thus, even if you win the argument, you lose. Rarely does either party benefit from argument and criticism
9. Ask questions. By frequently asking questions, you display an open mind and show that you are listening. And you assist the talker in developing his or her message and in improving the correctness of your interpretation.
10. Stop talking! The last commandment is to stop talking. It was also the first. All the other commandments depend on it.

Nonverbal communication

Nonverbal or nonword communication means all communication that occurs without words. Nonverbal (nonword) communication means all communication without words. It is broad and imprecise

A frown on the forehead may mean many things - is he annoyed? tense about something? or a simple headache? This confusion increases further with cross cultural communication.

To help you become sensitive to the myriad of nonverbal symbols, we will look at four types of nonverbal communication.
1. Body Language: The face and eyes are by far the most important features of body language. For example, happiness, surprise, fear, anger, and sadness usually are accompanied by definite facial expressions and eye patterns. Gestures are another way we send nonword messages through our body parts. Gestures are physical movements of our arms, legs, hands, torsos, and he. In general, the louder someone speaks, the more emphatic the gestures used, and vice versa
2. Space: Authorities tell us that we create four different types of space: i**ntimate (physical contact to 18 inches); personal (18 inches to 4 feet); social (4 to 12 feet); and public (12 feet to the outer range of seeing and hearing)**. In each of these spaces, our com- munication behaviors differ and convey different meanings. For example, consider the volume of your voice when someone is 18 inches from you. Do you shout? Whisper? Now contrast the

tone of your voice when someone is 12 feet away. Unquestionably, there is a difference, just because of the distance involved.

3. Time: Just as there is body language and space language, there is also a time language. Monochronic and polychronic people. . Monochronic people tend to view time as linear and always moving ahead. They expect events to happen at scheduled times. Polychronic people—such as those from Asian, Arabic, and Spanish-speaking countries—have a more indefinite view of time. Always try to be monochronic.
4. Paralanguage: Sound of speakers voice - emphasis, pitch & volume. Try to practice proper emphasis.

Chp 14 - Oral Reporting & Public Speaking

The previous chapter mostly talked about informal interpersonal communication. In this chapter, we talk about formal communication e.g. presentation, speeches.

Questions

1. What are the differences between oral reports and written reports?
2. What are the techniques of delivering a good formal speech?
3. What strategies must be followed to deliver a good speech?
4. How does the audience form impressions from appearance and physical actions?
5. Mention the techniques of using visuals in a presentation.
6. Explain the principal differences between face-to-face and virtual presentations

Reporting orally

Presentations. Presentations have become the de facto business communication tool.

→ Formal Speech

Difference between oral and written reports

Oral reports differ from written reports in three ways:

1. **Visual and verbal cues:** In an oral presentation use different cues, like inflection, pauses, volume emphasis and change in rate of delivery. Make beautiful slides and incorporate visual cues.
2. **Degree of reader control:** Since the listeners for an oral report cannot control the pace of the presentation, they must grasp the intended meaning as the speaker presents the words. For this reason, good presenters keep their reports concise and use handouts or other written material for detailed information that might need careful review.
3. **Formality in oral and written reports:** As with written reports, your use of correct grammar in oral reports is a reflection of your competence. However, it is often acceptable to use a less formal style in oral reports. Colloquialisms, contractions, and even slang can be effective with certain audiences.

Plan the oral report

— First, determine your objective and state its factors.
— Next, organize the report, using either <u>indirect</u> or <u>direct</u> order.
— Divide the body based on your purpose, keeping the divisions comparable and using introductory/concluding paragraphs, logical order, and the like.

— End the report with a final summary - a sort of ending executive summary

Organize the content

Oral reports are indirect. Usually the flow is state the purpose, give background information, state the facts and give conclusion

If it is direct, start the presentation with introductory remarks about what you are about to say. Dividing the subject matter logically, preparing a helpful introduction, and constructing an appropriate conclusion is equally important to both forms.
A **major difference** in the organization of the written and the oral report **is in the ending**. Both forms may end with a conclusion, a recommendation, a summary, or a combination of the three. **But the oral report is likely to have a final summary**, whether or not it has a conclusion or a recommendation

Techniques of good Formal speeches

Formal speech is a kind of oral communication.

Techniques of good formal speech:

1. **Selecting the topic:** If you can choose your topic, identify areas of your own proficiency.
2. **Preparing the presentation:**
    - Find all the information you need.
    - Then organize your speech.
    - Start with greetings. “Good morning” or “Good evening” may suffice.
    - Usually the order of speech is: **introduction, body and conclusion.**
        - i. **Introduction:**
            1. Opening should set the theme of the speech.
            2. Gain attention.
            3. Humor the audience,
            4. Use quotations, startling statements etc.
        - ii. **Body:** Similar to organizing the body of a report. Divide it in subdivisions and emphasize on <u>transitions</u> between those topics.
        - iii. **Conclusion:** Three elements in closing
            1. A restatement of the subject
            2. Summary of key points
            3. A statement of conclusion(Main message)
3. **Choosing the presentation <u>method</u>:** There are three types of presentation methods. They are:
    - Present extemporaneously-> **Rehearse and make the delivery perfect** or
    - Memorizing-> **Don't panic** or

- **Reading->** most of us tend to read aloud in a dull monotone. We also miss punctuation marks, fumble over words, lose our place, and so on. Of course, many speakers overcome these problems, and with effort you can, too. One effective way is to practice with a recorder and listen to yourself.

Preparing to speak / How to improve your speaking skill?

The strategies that should be followed before speaking are:

1. Audience Analysis / Know your audience

Preliminary analysis: Know who your audience is, things like size, gender, nationality, education, age and knowledge of the subject

Analysis during presentation: Watch for feedback from the listeners, see their reactions.

2. Considerations of personal aspects / Work on the characteristics of a Good Speaker

In oral presentations, speakers are a very real part of the message. Thus, you should carefully evaluate your personal effect on your message. You should do whatever you can to detect and overcome your shortcomings and to sharpen your strengths.

a. **Confidence:** How much confidence you have in yourself and the confidence of the audience in you. typically, you earn your audience's confidence through repeated contact with them.
   Use proper dress code to generate confidence. Audience analyzes how you look. Use strong clear tones.
b. **Sincerity:** Don't be insincere and speak with conviction.
c. **Thoroughness:** Thorough presentation is better than hurried
d. **Friendliness:** A speaker who projects an image of friendliness is hard to feign.
   There are others as well: interest, enthusiasm, originality, flexibility and so on.

3. Appearance and physical actions

Audience forms impressions from the six factors:

1. **Communication environment:** All that surrounds you, stage, lighting
2. **Personal appearance:** Your personal appearance is the part of the message your audience receives. Make sure nothing about your appearance is distracting.
3. **Posture:** Must maintain good posture.
4. **Walking:** Don't walk too much
5. **Facial expressions:** Maintain eye contact. A smile, a grimace and a puzzled frown all convey a clear message.

6. **Gestures:** Gestures are a strong natural aid to speaking. All gestures are generally clear.

4. Voice:

The following are the areas of fault in voice:

1. Lack of pitch variation
2. Lack of variation in speaking speed
3. Lack of voice emphasis
4. Unpleasant voice quality

Improve the voice through self-analysis and work. Watch professional presenters to develop better communication skills

5. Visuals:

Types of visuals: Posters, flip charts, models, handouts. Projected techniques: slides, transparencies and computer projections.

Techniques of using visuals:

- Make sure everyone can see it, explain the visual, organize the visuals as part of the presentation.
- Emphasize the visuals
- Talk to the audience, not the visuals.
- Avoid blocking view to the visuals

Virtual presentations

Virtual presentations can be delivered and viewed from anywhere there is access to the internet. The major difference between face-to-face and virtual presentations is that the dynamics have changed—the speaker may not be able **to see the audience, and sometimes the audience cannot see the speaker.**

Another problem is keeping the attention of the audience. The delivery of your presentation will be much like that for other presentations, except you will be doing it from your desktop using headphones.

You may want to use the **highlighter or an animation effects tool i**n PowerPoint to help you emphasize key points that you would otherwise physically point to in a face-to-face presentation

A summary list of speaking practices (Pore rakha bhalo)

1. Organize the presentation in such a way that it leads to conclusion
2. Use language adapted to the audience
3. Articulate clearly with proper emphasis. **Avoid mumbling**

4. Speak correctly with proper pronunciation and grammar.
5. Maintain an attitude of alertness, show confidence.
6. Use body language properly
7. Be relaxed and natural
8. Make eye contact with the listeners
9. Keep still and avoid excessive movements
10. Punctuate the presentation with reference to visuals
11. Keep your temper even when faced with hostile questions
12. Move surely and quickly to conclusion
13. Choose visuals and enhance audience understanding of the material
14. Remember powerpoint is there to convey ideas, not substitute the speech.

Chapter 15 - Cross Cultural Communication

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Questions

1. Why is communication across cultures important to business?
2. What are the dimensions of cultural differences?
3. What are some challenges/problems of cultural difference?
   - Body positions & movements
   - Factors of human relationship
   - Difference in Business Communication techniques
4. Language issues
   - Language equivalency issues
   - Culturally derived words
5. ~Suggestions for Communicating Across Cultures Successfully~.
   - verbal communication suggestions
   - written communication suggestions

Why is communication important to business?

Technological advances have made doing business more global.

1. Understanding those who buy and use a company's products or services helps you design ones that fit your customers' needs.
2. Successful communication improves productivity and creates a comfortable workplace.
3. Communicating with those from other cultures enriches your business and personal life.

What are the dimensions of Cultural Difference?

Culture is The shared way in which groups of people understand and interpret the world. Three factors that affect culture:

1. Topography of the country
2. Country's history
3. Role of religion in the culture

Learn about other cultures to avoid ethnocentrism.

What are some challenges/problems of cultural difference?

We will briefly discuss various **dimensions of cultural difference,** starting with physical differences and then moving to mental and social ones. Sensitivity to these dimensions will help you avoid ethnocentrism

1. Body Positions and Movements

Body movements differ among cultures. For example, in some cultures, people sit; in other cultures, they squat.

- **Body Parts:** Movements of certain body parts (especially the hands) are a vital form of human communication. Some of these movements have no definite meaning even within a culture. But some have clear meanings, and these meanings may differ by culture. In the United States an up-and-down movement of the head means yes and a side-to-side movement of the head means no. These movements may mean nothing at all or something quite different to people from culture
- **Gestures**: Hand gestures can have many different meanings. The two-fingered sign that means “victory” or “peace” in the United States is considered vulgar in Australia
- **Eye Contact**: In North America, we are taught not to look over the heads of our audience but to maintain eye contact when giving formal speech. In Indonesia, looking directly at people, especially those in higher positions and older, is considered disrespectful.
- **Touching and Handshaking**: Touching and particularly handshaking differences are important to understand in cross-cultural communication. Some cultures, like the Chinese, do not like touching. They will give a handshake that Westerners might perceive as weak.
- **Facial Expression**: In our culture, smiles are viewed positively in most situations. But in some other cultures (notably African cultures), a smile is regarded as a sign of weakness in certain situations (such as bargaining)

2. Factors of human relationship

Probably causing even more miscommunication than differences in body positions and movements are the different attitudes of different cultures toward various factors of human relationships.
For illustrative purposes, we will review seven major factors: time, space, odors, frankness, intimacy of relationships, values, and expression of emotions.

- **Time**: Monochronic and polychronic view of time.
- **Space**: North Americans tend to prefer about two feet or so of distance between themselves and those with whom they speak. But in some cultures (some Arabian and South American cultures), people stand closer to each other; not following this practice is considered impolite and bad etiquette

- **Intimacy of relationships**: Superior-subordinate relation and role of women also differs based on culture. For example, Some Americans are quick to use first names. This practice is offensive to people from some other cultures, notably the English and the Germans, who expect such intimate address only from long-standing acquaintances
- **Values**: Each culture has different values concerning matters such as attitude toward work, employee-employer relationship and authority, For example, Americans, for example, have been steeped in the Protestant work ethic. It is the belief that if one puts hard work ahead of pleasure, success will follow
- **Expression of Emotions**: From culture to culture, differences in social behavior have developed concerning affection, laughter and emotion. To illustrate, some Asian cultures strongly frown upon public displays of affection—in fact, they consider them crude and offensive. Westerners, on the other hand, accept at least a moderate display of affection
- **Frankness**: Low-context cultures are more frank than high context cultures. For example, North Americans tend to be relatively frank or explicit in their relationships with others, quickly getting to the point and perhaps being blunt and sharp in doing so. Asians tend to be far more reticent or implicit and sometimes go to great lengths to save face or not to offend.
- **Odor**: People from different cultures may have different attitudes toward body odors. To illustrate, Americans work hard to neutralize body odors or cover them up and view those with body odors as dirty and unsanitary. Asian cultures view body odors not as something to be hidden but as something that friends should experience. Some of the people from these cultures believe that it is an act of friendship to “breathe the breath” of the person with whom they converse and to feel their presence by smelling

3. Effects on Business Communication Techniques

North American business communication techniques are not universally acceptable. For example, Indians and even British have different business communication practices. So we must modify our communication to fit the culture of our recipient.

- Our communication techniques are not universally acceptable.
- Our techniques do not work with all English-speaking people.
- Problems can be overcome by learning about other cultures.

Language issues

Communication problems are caused by the existence of many languages.

Lack of Language equivalency

Language difference makes equivalent translation difficult.
- No such word exists
- No need for the word

- No equivalent grammatical form
- Grammar and syntax differences add to the difficulty so do multiple meanings of words.
- Certain expressions don't mean what their dictionary and grammatical structures say they mean.

Overcoming such language problems is difficult. The best way, of course, is to know your partner's language well, but the competence required is beyond the reach of many of us. Thus, your best course is first to be aware that translation problems exist and then to ask questions—to probe—to determine what the other person understands.

For very important messages, you might consider using a procedure called **back translating**. This procedure involves using two translators, one with first-language skills in one of the languages involved and one with first-language skills in the other language. The first translator translates the message into his or her language, and the second translator then translates the message back into the original. If the translations are good, the second translation matches the original.

Difficulties in using English

We must keep in mind, though, that English is not the primary language of many of those who use it. Since many of these users have had to learn English as a second language, they are likely to use it less fluently than native speakers and to experience problems in understanding it. **Some of their more troublesome problems** are reviewed in the following pages.

- Multiple meanings of words
- **Two-word verbs:** They are hard for non-natives to understand. E.g. take off. So instead use single word substitute verb. E.g. depart
- **Culturally derived** words: Slang and colloquialisms can cause problems when your reader or listener is unfamiliar with them. The odds of this being the case are dramatically increased in cross-cultural communication. For example, will non-U.S. communicators understand the expressions nerd, couch potato, control freak, 24/7, pumped, or basket case? How about words derived from U.S. sports, such as kickoff, over the top, out in left field, strike out, touch base, and get the ball rolling? Such expressions are sometimes defined on English as a Second Language (ESL) websites, but rarely in dictionaries. They would be risky to use except with those very familiar with U.S. English
    - **Slang expressions**
    - **Shifted use (sports, computer, science)**
    - **Idioms and colloquialisms**

Suggestions for Communicating Across Cultures Successfully

1. Do your research
2. Know yourself and your company
3. Be aware-and wary-of **stereotypes**
4. Adapt your English to your audience
5. Be open to change

- Talk or write as simply and clearly as possible
- Word questions carefully
    - Avoid double questions
    - Avoid yes/no questions
    - Avoid negative questions
- Use continuous confirmation
    - Use back translating when possible
    - Use technology to assist with written and oral communication