MGNT102
Business Communication

Summary & Exam briefing

Revision

Go through the lecture slides

Textbook– what was each topics about

Topics

- Communication foundations

- The writing process

- Interpersonal communication part I

- Interpersonal communication part II

- Intercultural communication

- Conflict management

- Negotiation

- Communication across the organisation

- Effective meetings

- Oral presentations and public speaking

- Communicating through visuals

Communication foundations

# Shannon and Weaver's (1954) model of communication

- Take note:
  - Communication is a dynamic, complex, interactive process
  - A communication model is a simplified representation of the main elements in the communication process
  - A model cannot be regarded as a complete guide to how communication works.
  - The model neglected the sender and receiver's:
    - perception, self-concept, family, culture skills, feelings, attitudes, values, gender, expectations, physical and emotional state
    - experience, attitudes, beliefs and a range of acquired skills or expectations

Communication models

- Dwyer's model

Figure 1.1
Communication: an interactive process

Source: © Judith H. Dwyer.

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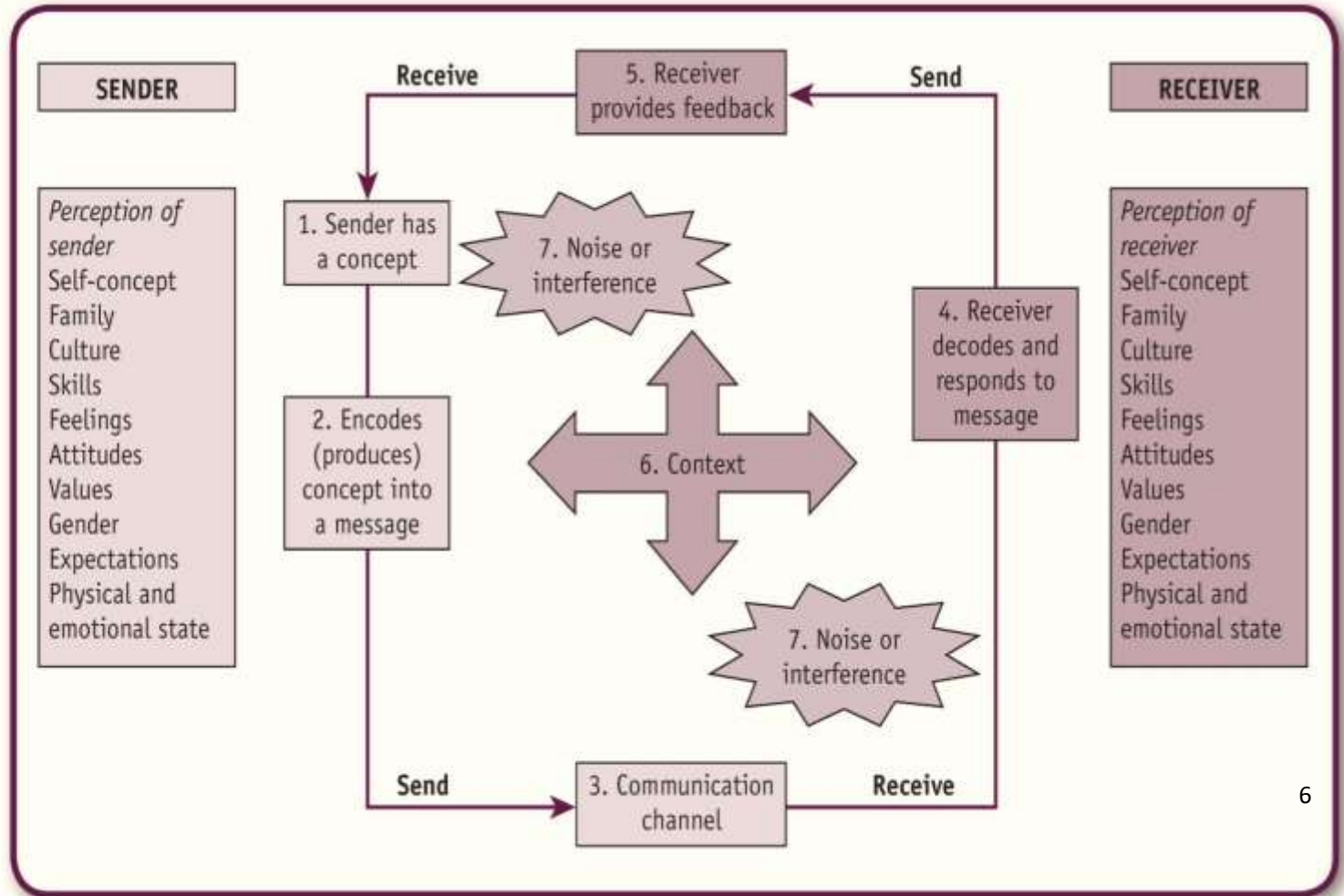
Ethical theories

- Utilitarian approach
  - Greatest benefit for greatest number of people
    - Comparing consequences
    - Individual rights
- Theory of rights
  - Rights set forth by a society are protected and given highest priority (endorsed by large or ruling population)
    - Societal goals and ethical priorities
- Virtue approach
  - Takes into account a person's morals, reputation and motivation when judging unethical behaviour
    - Change of character
    - Importance of virtue

Interpersonal communication

Barriers to Effective Listening

- Physiological

- Environmental

- Attitudinal

- False assumptions

- Socio-cultural differences

- Lack of training

Adler and Elmhorst, 2011

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Aspects of nonverbal communication

- More powerful
- Cluster of nonverbal cues
  - put them together
- Classifications such as
  - Physical characteristics
    - Appearance, dress code etc…
  - Facial expressions
  - Kinesics
    - body movements and gestures
  - Haptics
    - touch (tactile) sensation and control
  - Proxemics
    - Comfort zone and space
  - Artefacts
    - Object of significance etc..
  - Environment
  - Paralinguistics
    - accent, pitch, volume, rate, and fluency
  - Chronemics (Time)
    - Polychronic people keep more flexible schedules and may engage in several activities at once.
    - Monochronic people tend to schedule their time more rigidly and do one thing at a time.

Self-disclosure

- Revealing feelings and reactions to present situations
- Positive communication climate
- Johari Window
  - Two categories
    - The areas of yourself known to you
    - The areas of yourself known to others
  - Four sections
    - Public arena
    - Hidden area (façade)
    - Blind spot
    - Unknown area

Intercultural communication

Intercultural communication models

- Hofstede

  - Four cultural dimensions

    - textbook

  - Six cultural dimensions

    - http://geert-hofstede.com/

- Hall – context model

  - High context

  - Low context

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The process of intercultural communication

- Int**er**cultural communication

  – The process of communication between people of different cultures

- int**ra**cultural communication

  – an interaction between people from the same cultural milieu having anyhow some kind of different backgrounds of whatever kind.

- Enculturation

  – the process by which an individual learns the traditional content of a culture and assimilates its practices and values

- Acculturation

  – cultural modification of an individual, group, or people by adapting to or borrowing traits from another culture; *also* : a merging of cultures as a result of prolonged contact

Australia n culture

Chinese culture

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Conflict management and Negotiation

Table 3.12 Characteristics of assertive, aggressive and submissive behaviour

Assertive	Aggressive	Submissive
Is self-enhancing of others	Is self-enhancing and dominating of others	Is self-denying
May achieve desired goal	Achieves desired goals regardless of others	Does not achieve desired goals
Has a positive self-concept	Devalues the contribution of others	Feels hurt or anxious often
Makes decisions for self	Makes decisions for others	Allows others to make the decisions
Is expressive	Is expressive and often overbearing	Is inhibited
Feels comfortable with and equal to others	Feels uncomfortable with and superior to others	Feels uncomfortable with and of less worth than others
Is able to present a point of view and accept a different point of view	Is able to present a point of view and may try to impose it by dominating	Is unable to present a point of view

Assertive behaviour

- Acting assertively in a conflict situation involves
  - standing up for your rights
  - expressing what you believe, feel and want in direct, honest and appropriate ways that respect the rights of the other person
- Assertive behaviour is unlikely to provoke a defensive or aggressive response from the other person
- Assertive behaviour involves using 'I' statements to send a clear message

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Dealing with Conflict

Conflict-handling styles

- Avoiding
- Accommodating
- Collaborating
- Competing
- Compromising

The Four **R** Method

Donohue and Kolt (1992, p41) suggest this four-step communication strategy for moving out of crisis

- **R**eceive the other person's comments without interruption and avoid defensiveness
- **R**epeat the other person's comments as objectively as possible
- **R**equest the other person's proposed ways of dealing with the problem
- **R**eview the options and decide on the best approach

Negotiation

Negotiation Style	Explanation	Outcome
Avoiding or withdrawing	Withdrawal means one party retracts its point of view or backs away from the situation, causing the negotiation to be broken off. The situation is unsatisfactory as negotiation stops before either party is able to find an acceptable solution. Dissatisfaction may lead to future conflict.	Lose-lose
Accommodating	One party is willing to oblige or adapt to meet the needs of the other party. It is a useful option for negotiation on minor matters as the result can go way or the other. However, the negotiating parties may not bother to look for creative new solutions. In this form of negotiation, points of view are easily swayed.	Lose-win
Competing	One party negotiates to maximise its results at the expense of the party's needs. One party gains the advantage over the other. Although it is quick and can be used as a counter against another person who always uses this style, it is bad for interpersonal relationships. The solution is likely temporary, as there is no commitment from the other party and issue will occur again. Leaves the person who loses in a difficult situation	Win-lose
Collaborating	Collaboration results when people cooperate to produce a solution satisfactory to both. It helps interpersonal relationships and explores new ideas. Permanent solutions and commitment to these solutions result. On the other hand, it is time-consuming and each party needs to have negotiation skills to be able to participate in this style.	Win-win
Compromising	Compromise is the settlement of differences through concessions by one or both parties. When settlement meets the needs and goals of both parties, both are satisfied with the outcome. Alternatively, when the solutions meets the needs and goals of only one party, the other party is dissatisfied with the outcome.	Win-win, win-lose or lose-win

Power and negotiation

Types of power:

- Reward power
- Coercive power
- Legitimate power
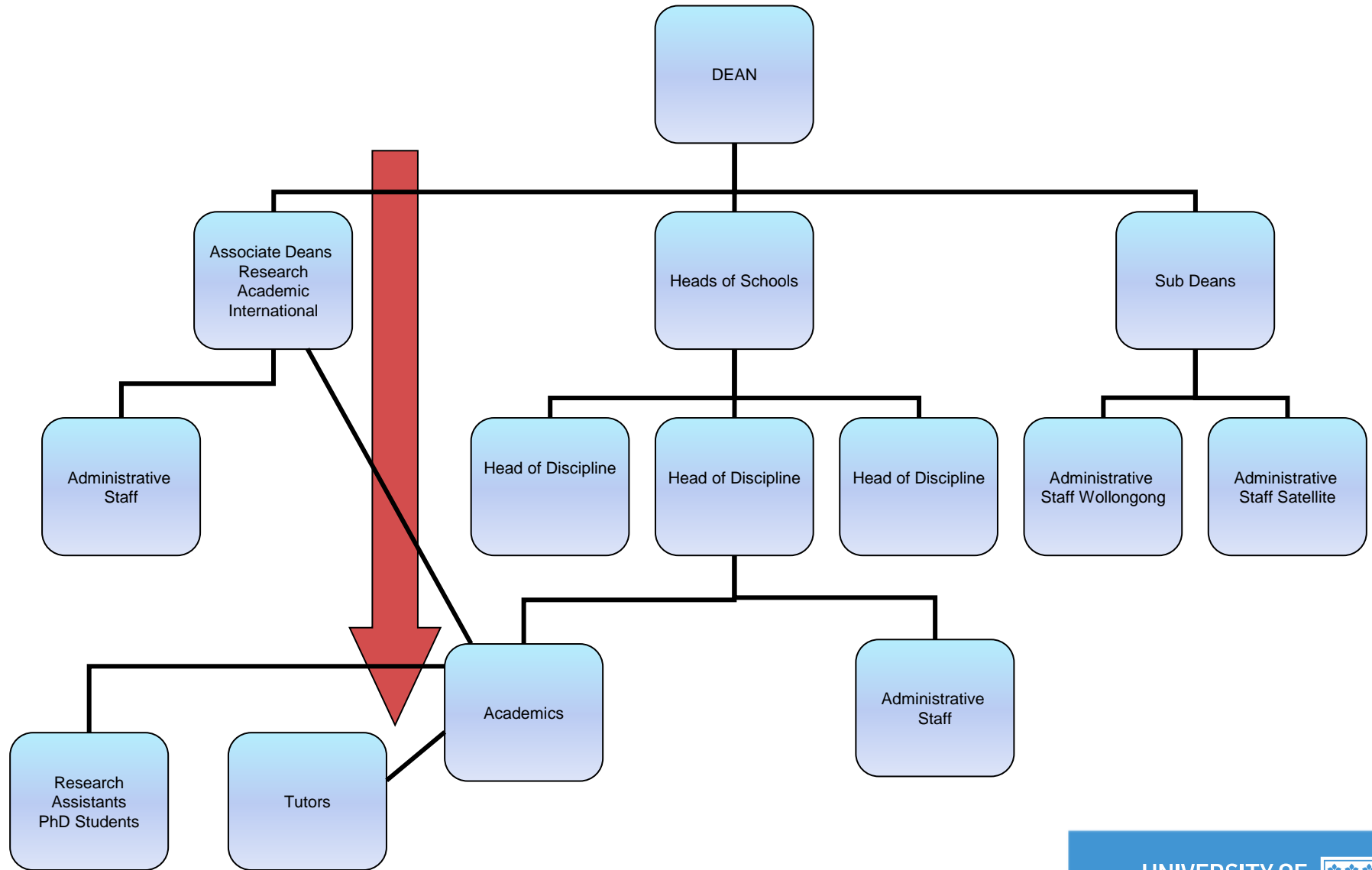- Expert power
- Referent power

- Information power

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Communication across the organisation

Types

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Downward communication

DEAN

Associate Deans Research Academic International

Heads of Schools

Sub Deans

Administrative Staff

Head of Discipline

Head of Discipline

Head of Discipline

Administrative Staff Wollongong

Administrative Staff Satellite

Academics

Administrative Staff

Research Assistants PhD Students
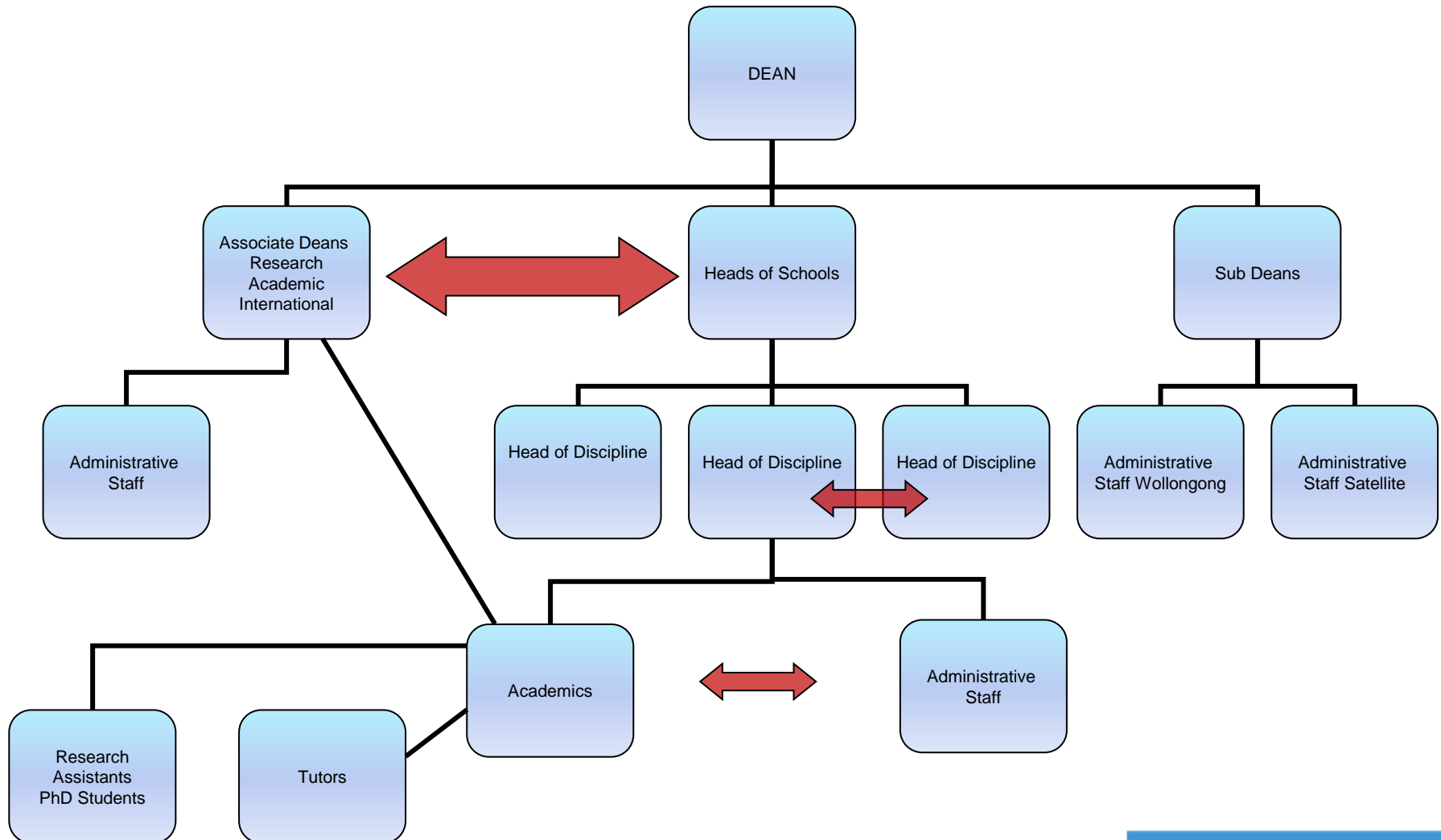
Tutors

Types of downward communication

– Job Instructions

– Job Rationale

– Procedures, Practices, Policies, Guidelines

– Feedback

– Indoctrination

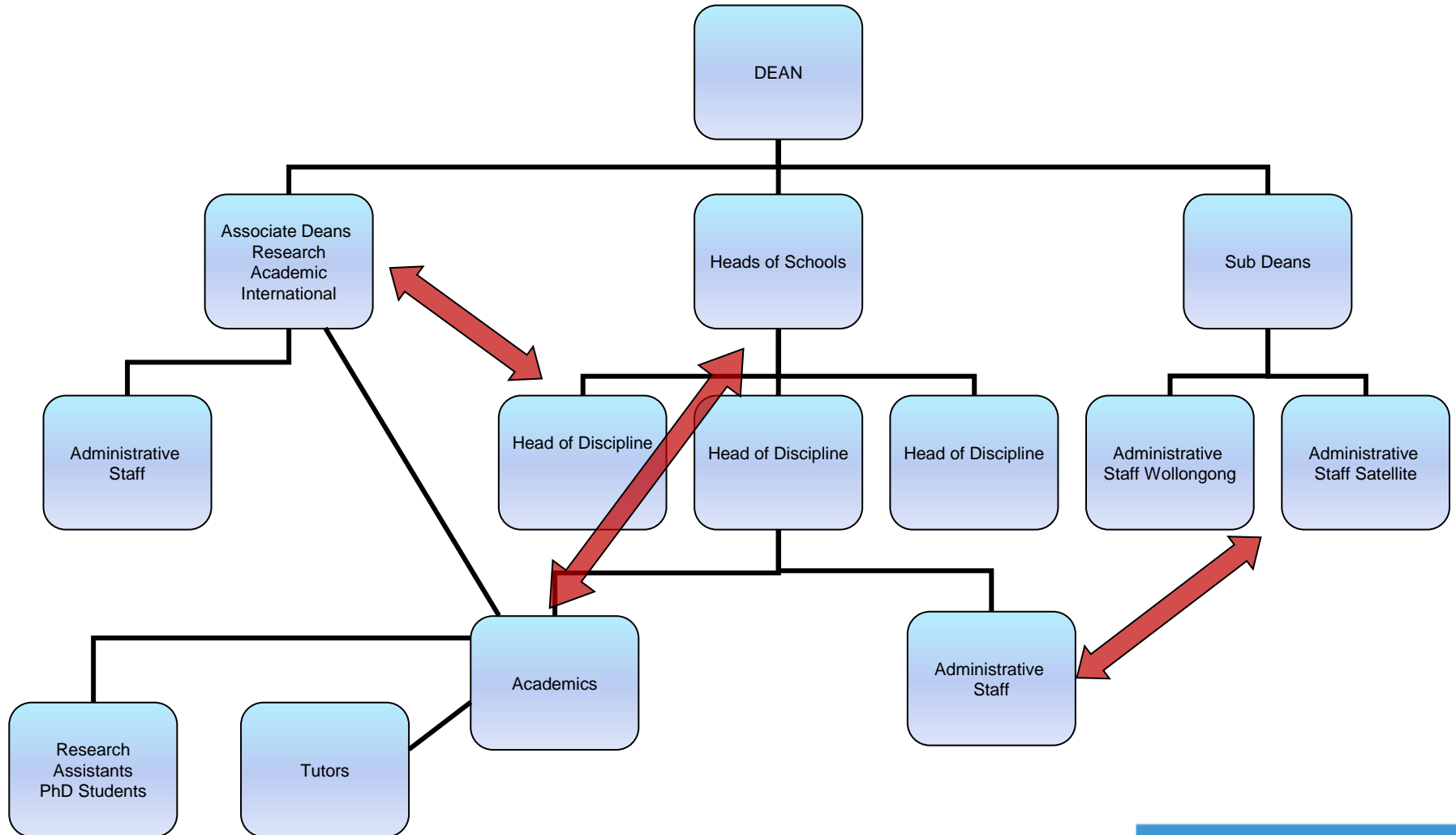 • teaching or inculcating a doctrine, principle, or ideology

Upward communication
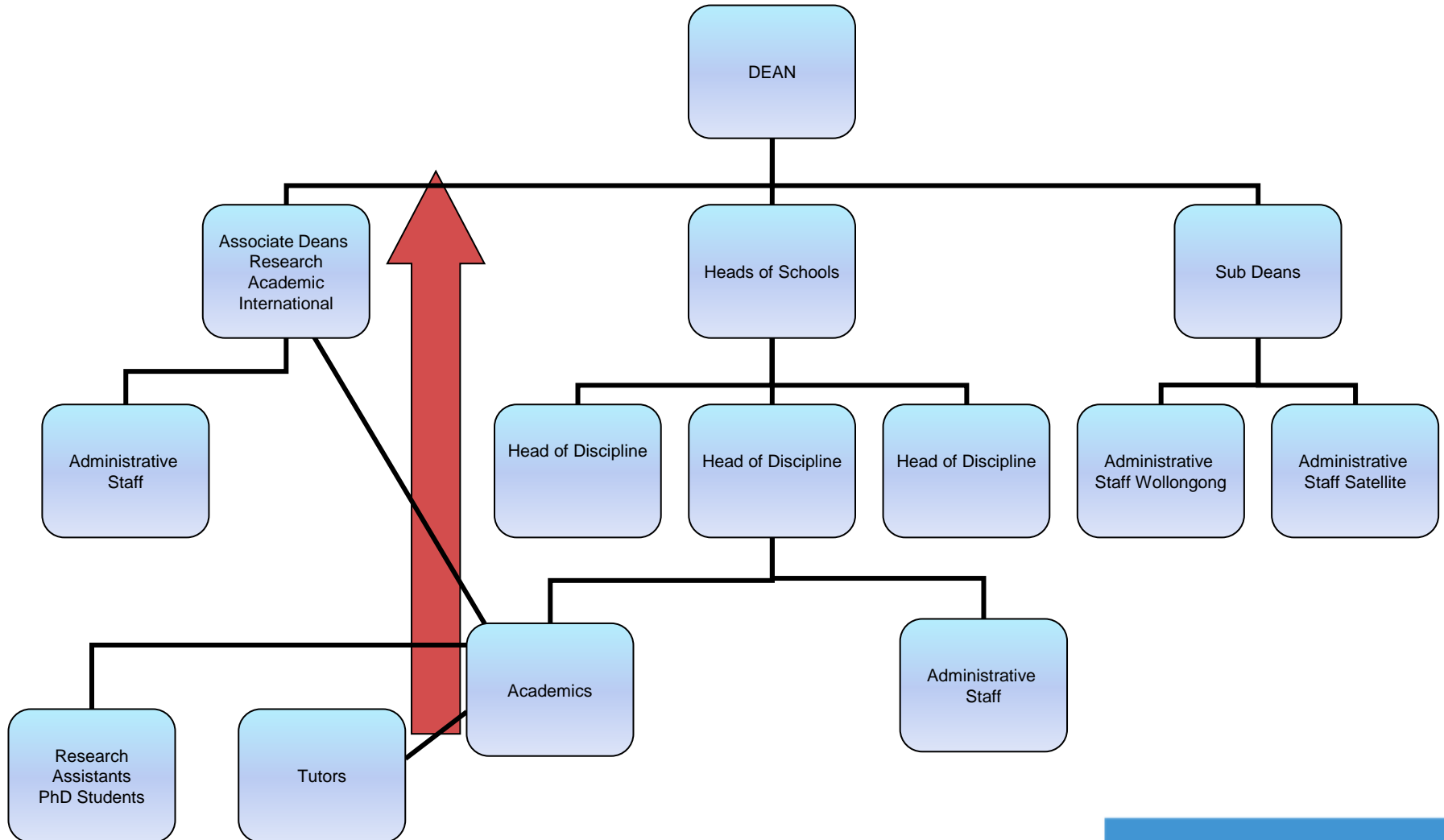
Horizontal or lateral communication

Diagonal communication

Effective meetings

Effective team performance

Four necessary features

1. Clear roles and accountability
2. Effective communication system
3. Performance monitoring and feedback
4. Sound judgment & decision making

Group effectiveness (or not) is seen in...

- Synergy

  2 + 2 = 5

- Social loafing

  Free rider problem

- Combined effect from the interaction group is greater than the sum of their individual effects.
  - Leading to better-quality decision making and problem solving, and the generation of creative ideas and solutions

- Tendency of some group members to put in less effort because they believe their underperformance will not be noticed ('a free ride')
  - May slow down decision making and generate conservative, 'tried and safe' ideas and solutions

Groupthink

- Faulty decision making in a group (Janis 1971).

- Situation where no one in the group challenges the ideas of the group or wishes to be seen to be out of step with the rest of the groups.

- Group think impairs the group's performance because group members would rather make poor decisions than risk independent comments that could lead them being stereotyped as outside the group.

THE EXCLUDERS' CLUB.
HMM.

Oral presentations and public speaking

A motion

- A motion is a specific proposal for action formally put by a member to the rest of the meeting

- Should be put in writing and given to the chairperson before the meeting for inclusion in the agenda
  - for example, the motion is put that a pay increase of $60 per week be accepted

- At the meeting the proposal is given in writing to the secretary for inclusion in the minutes

Amendments

- An amendment is a proposal to alter a motion
- Alter the wording to improve and add clarity by rearranging, removing or adding words
- The chairperson asks for a seconder of the amendment and then it is discussed and voted on
  - If it is accepted, the original motion is amended (changed) before it is put to the vote.

Oral Presentation

Impromptu Speech

is **extemporaneous -**
previously planned but delivered with the help
 of few or no notes

Impromptu speech

PREP

Question: Should voting be compulsory?

Point (main point)

- Yes, in my opinion voting should be compulsory

Reason

- It is important that people state their point of view about the future of their country

Example

- For instance, if voting is compulsory more people will think about the choices and how it affects them, leading to a more democratic election

Point (restate main point)

- For that reason, I think voting should be compulsory

Communicating through visuals

Summary

&

Exam briefing