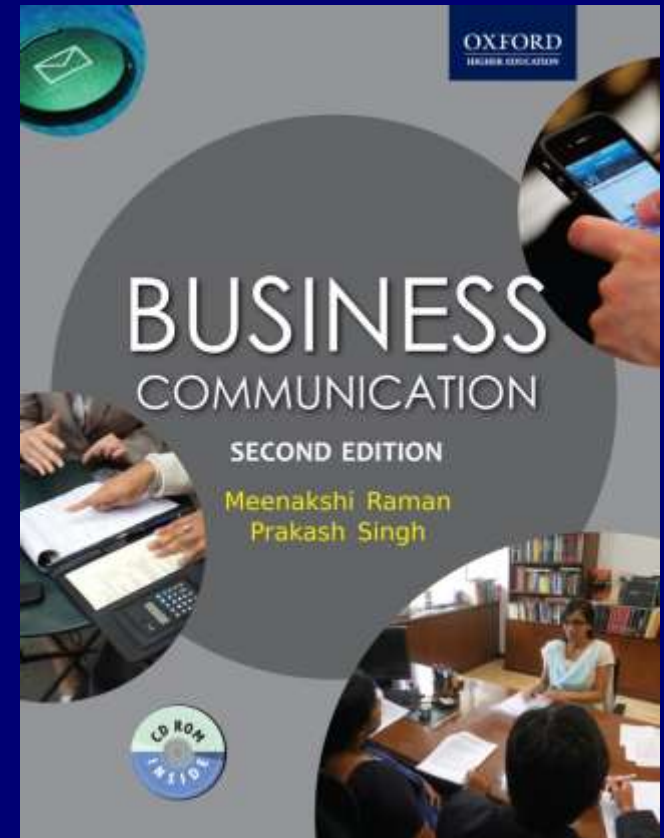# Business Communication 2ⁿᵈ Edition
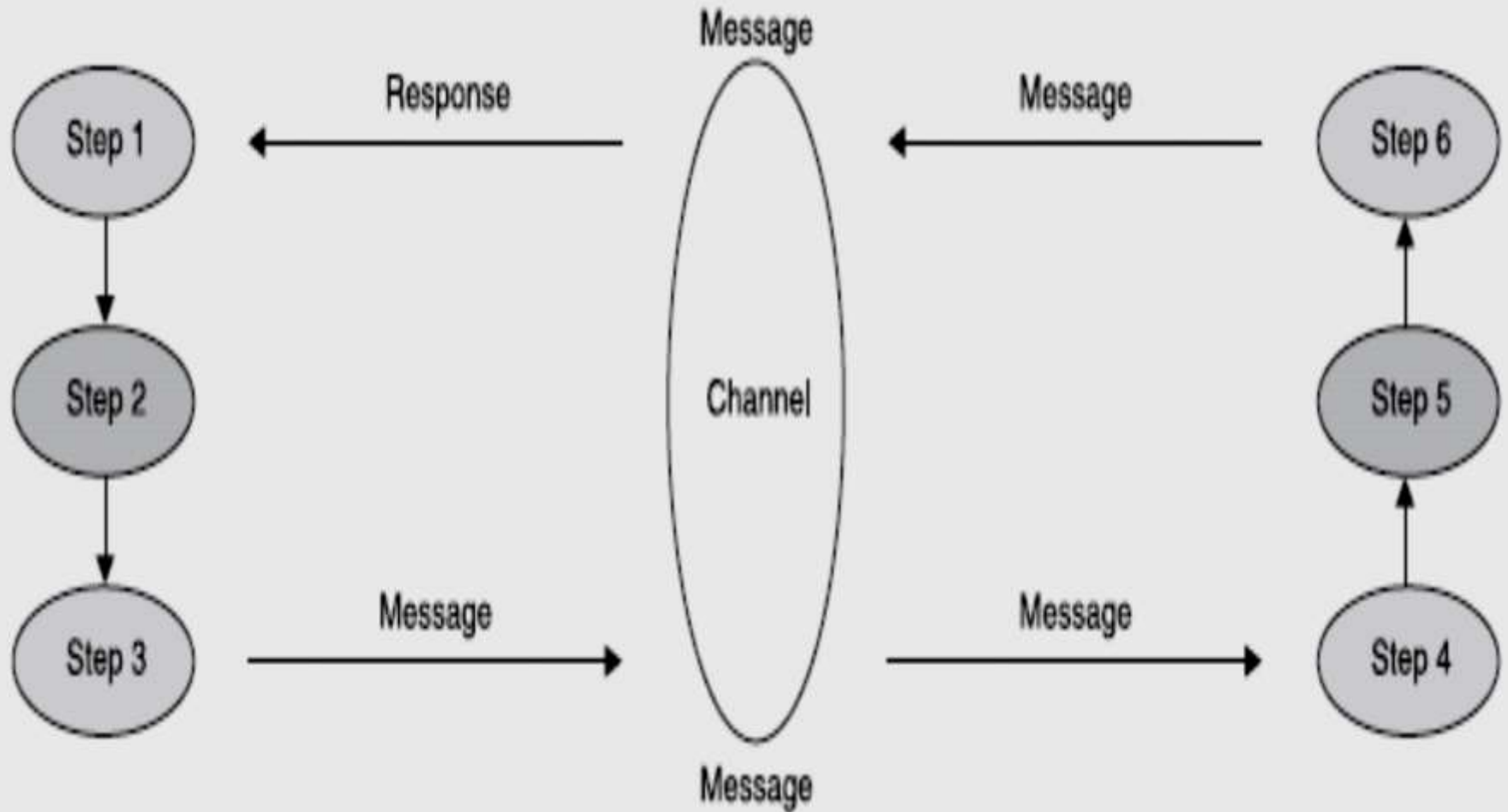
Meenakshi Raman

&

Prakash Singh

Chapter 1

Nature and Scope of Communication

Agenda

- **Communication basics**

- **Importance of communication**

- **Manager's roles**

- **Communication Networks**

- **Grapevine**

- **Interpersonal communication**

- **Barriers**

- **Strategies**

Communication Basics Process

Communication Basics Functions

Information : Decision making , Problem solving

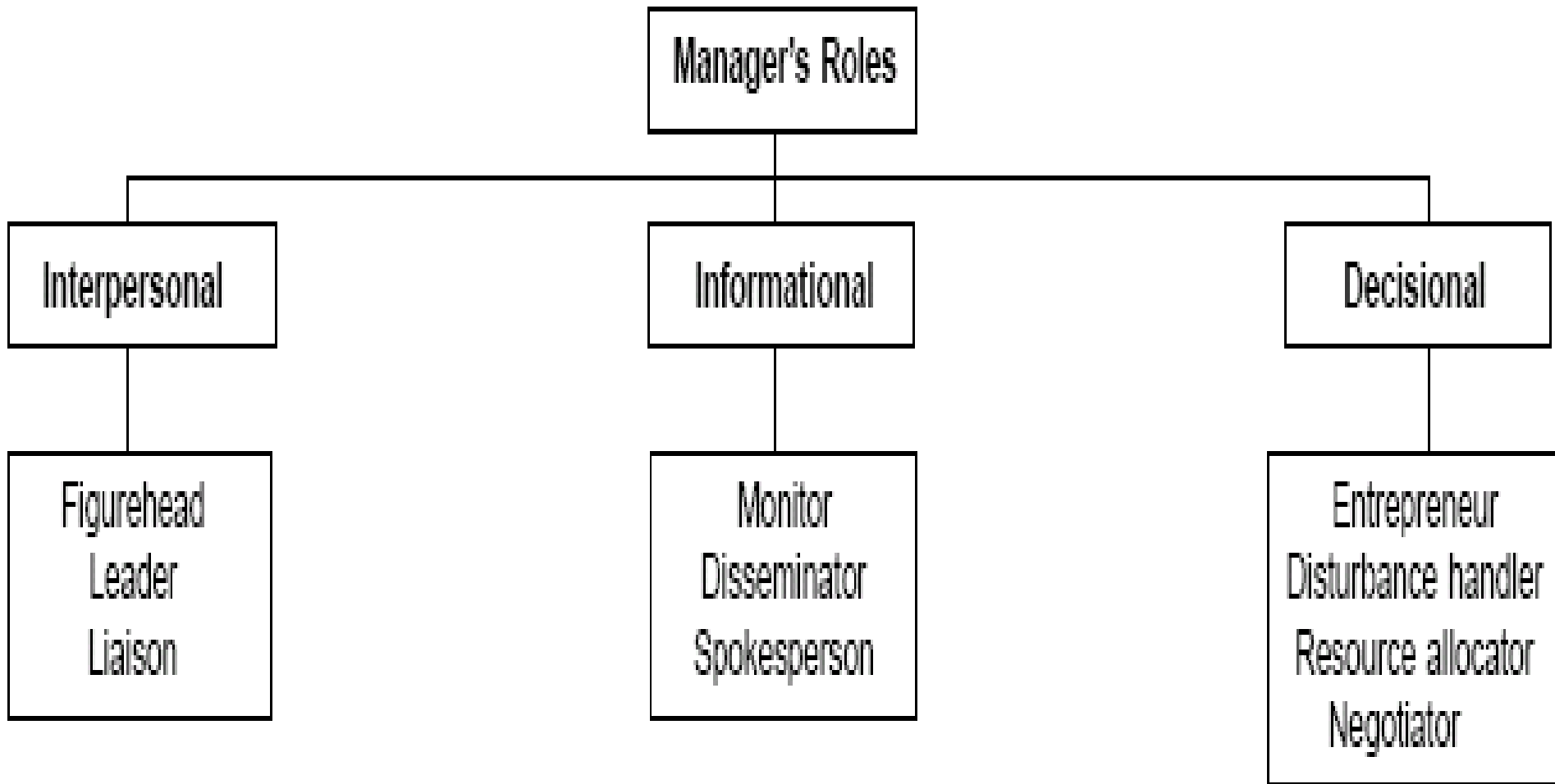Control   : Power to influence, Express opinions /

grievances

Motivation: Foster spirit of motivation, Feedback,

Reinforcement

Emotional Expression: Expressing satisfaction,

dissatisfaction

Importance

Manager's Roles

Networks

Vertical Upward: Instruction, Information, feedback

Vertical Downward: Information, Analysis, feedback

Horizontal: Sharing, Coordination

Spiral : Information, Publicity

Grapevine

Informal communication : Observe, Gather information

Benefits : Less expensive, quick, outlet for anxieties /

frustrations

Limitations: Multi-directional, fast spreading, unreliable,

misunderstanding

Tips : Identify and verify, don't ignore, don't threaten

Interpersonal communication

Human relationships

Conversations, meeting, discussion, sales visits, interviews

Stages : initiating, experimenting, strengthening, integrating, bonding

Styles : controlling, democratic, structured, dynamic, quitting

Barriers

Inadequate / inappropriate channels

Status difference

Lack of trust

Close communication climate

Information overload

Message complexity and competition

Physical distraction

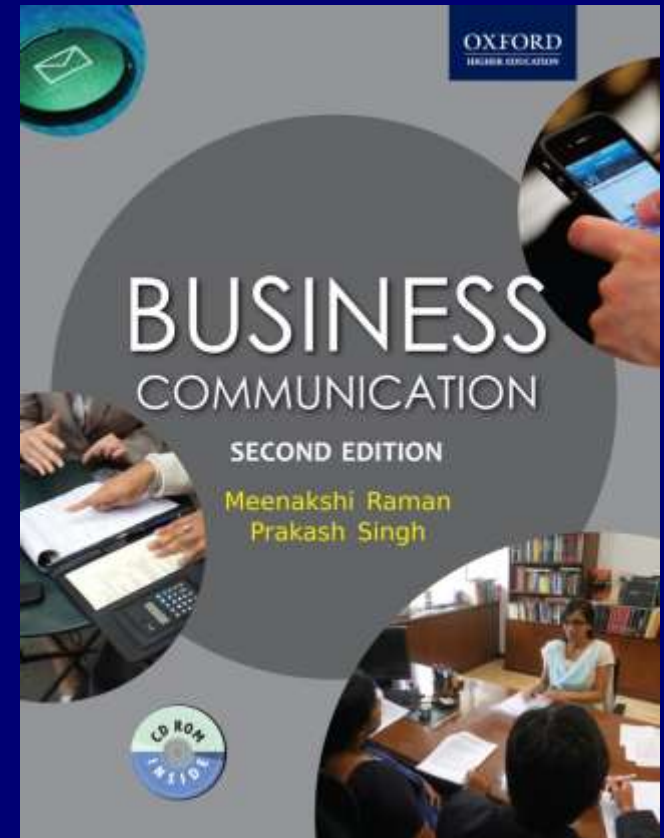# Communication Effectiveness

- Communication style
- Audience
- Good listening
- Cultural differences
- Ethics
- Communication technology
- Effective flow

Business Communication
2ⁿᵈ Edition

Meenakshi Raman

&

Prakash Singh

Chapter 2

Non-verbal Communication

Agenda

Definition

Significance

Goals

Types

Effectiveness

Definition

Communication through any means other than words

Communication that uses non-linguistic means

Transfer of meaning by body language, space, time, paralanguage

All external stimuli other than spoken or written words

Significance

- 70-90% communication is non-verbal

- Words—objective information

- Actions speak louder than words

- Words conceal actions reveal

- Non-verbal—true feelings and attitudes

- Central to interpersonal relationships

- Leaders and managers—to create impression, manage
  interaction

- Greater impact

Goals

- **Express emotions**

- **Send relational messages**

- **Convey deception**

- **Send messages of power & persuasion**

Types of Non-verbal Codes

- **Kinesics**

- **Oculesics**

- **Haptics**

- **Proxemics**

- **Appearance & Artifacts**

- **Paralanguage / Vocalics**

- **Chronemics**

Kinesics

Articulation of body

- **Facial expressions : Infinite in variety; Neutral, relaxed, tense, uplifted, droopy; 55% impact**

- **Postures : Right posture: Head position, legs, angle of the body, body relaxation and tension, height; Perceived competence**

- **Gestures : Arms & Hands; Conscious & Spontaneous**

Oculesics

Eye Contact

- **Direct and powerful form; most noticeable**

- **Effect on three components of credibility: dynamism, competence, trustworthiness**

- **Avoidance of eye contact**

- **Gaze and mutual gaze**

- **Differ among cultures**

- **Helps both the sender and receiver**

Haptics

Touch / Tactile Communication

To comfort

To establish dominance

To establish bonds

Intentions, feelings, relationship, respect

Functional , social, friendship, love

Important means—convey warmth, comfort, reassurance

Proxemics

Spatial Relationships

- **Personal space / personal bubble / comfort zone**

- **Territorial boundaries directly influence daily encounters**

- **Distance is crucial to send right signals**

- **Intimate, personal, social, public**

- **Culture-specific**

Appearance & Artifacts

- **Crucial first impression / Creates an image**

- **Major factor in judging a person / provides the first available data**

- **Clothing, grooming, accessories**

- **Status, personality, credibility, capability**

- **Inferences are made—right or wrong**

- **Necessary to pay attention**

Paralanguage / Vocalics

- **Voice communicates something beyond language**

- **Paralanguage: all vocally-produced sound that is not a direct form of linguistic communication**

- **Non-lexical vocal communication: Tone, inflection, pitch, intensity, articulation, rhythm, quality**

- **Dysfluencies / pauses , tempo / pacing**

Chronemics

- **Use of time as a message system**

- **Punctuality, deadline, waiting time**

- **Create an impact**

- **Amount of importance we give**

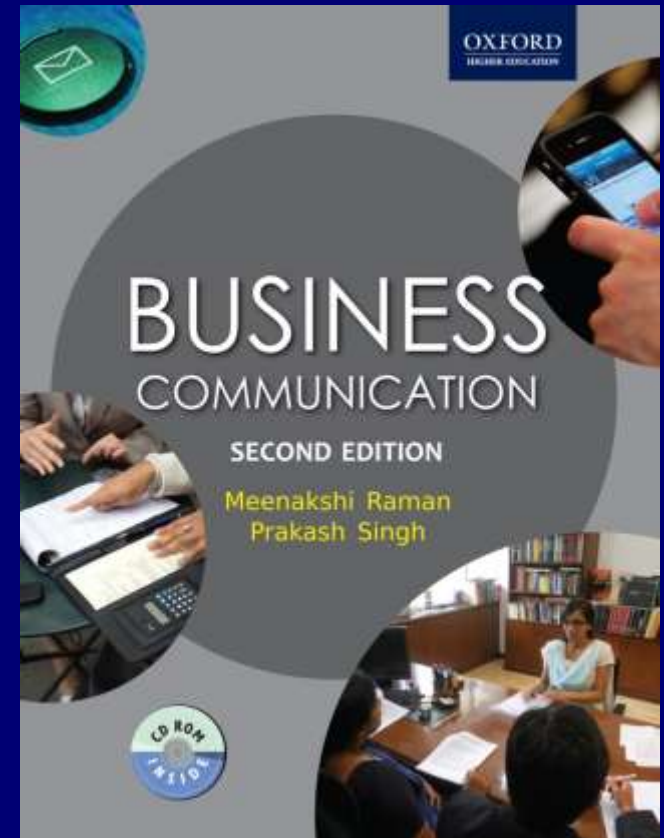- **Rules and customs vary in cultures**

Tips for Effectiveness

- **Observe and understand**

- **Use good eye contact**

- **Use your face and voice appropriate to situation**

- **Adopt postures that reveal confidence and sincerity**

- **Use gestures to drive home your points**

- **Be aware of the contradiction between verbal and non-verbal cues**

- **Understand the cultural differences**

Chapter 3

Cross-cultural Communication

Agenda

- **Concept**

- **Varied Communication styles**

- **Ethnocentrism**

- **Intercultural variables**

- **Technology**

Concept of cross-culture

- **Culture is communication and communication is culture—Edward T Hall (Anthropologist)**

- **Culture : Group or community that shares common experiences (habits , customs and practices)**

- **Important : Subject, Medium, Cultural considerations**

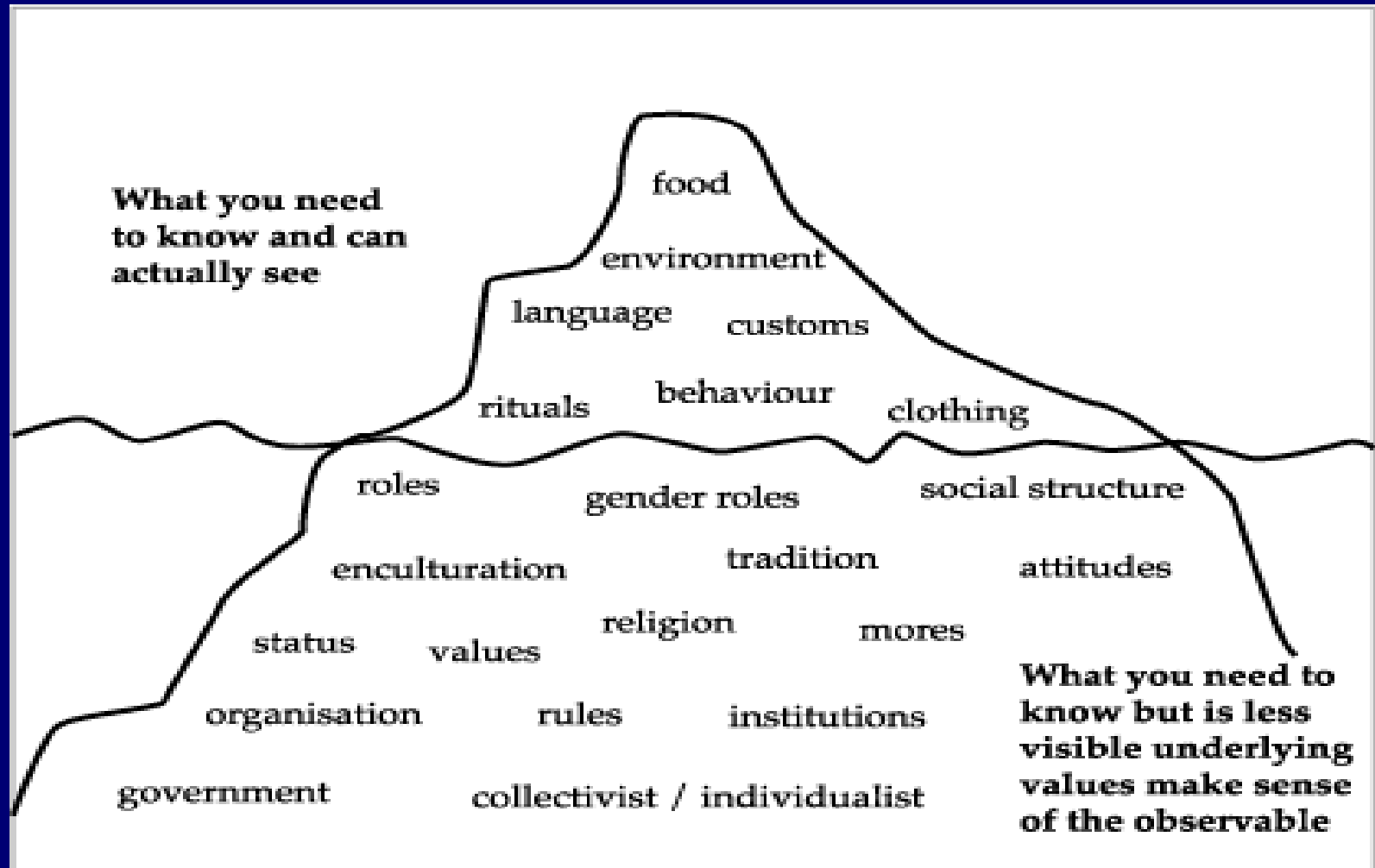- **Culture is at the root of communication challenges**

Varied Communication Styles

- **Styles differ within and among cultures**

- **Words and phrases**

- **Non-verbal aspects**

- **Contexts : High and Low**

- **High context : homogeneous and collective**

- **Low context : heterogeneous and individualistic**

Ethnocentrism

- **Tendency to consider one's own culture as superior and to Look down upon other cultures as inferior (person : ethnocentric)**

- **Baseless and invalid assumptions**

- **Leads to misunderstanding**

- **Necessary to recognize cultural differences**

- **Avoid stereotyping ; treat people as individuals**

Culture iceberg

What you need to know and can actually see

food
environment
language   customs
rituals   behaviour   clothing

roles   gender roles   social structure
enculturation   tradition   attitudes
status   values   religion   mores
organisation   rules   institutions
government   collectivist / individualist

What you need to know but is less visible underlying values make sense of the observable

Inter-cultural variables

- **National level : education, economics, politics, religion, social norms, technology, language**

- **Individual level : non-verbal signals, time, space food, dress, decision-making**

- **Necessary to understand points of view from the speakers' perspectives**
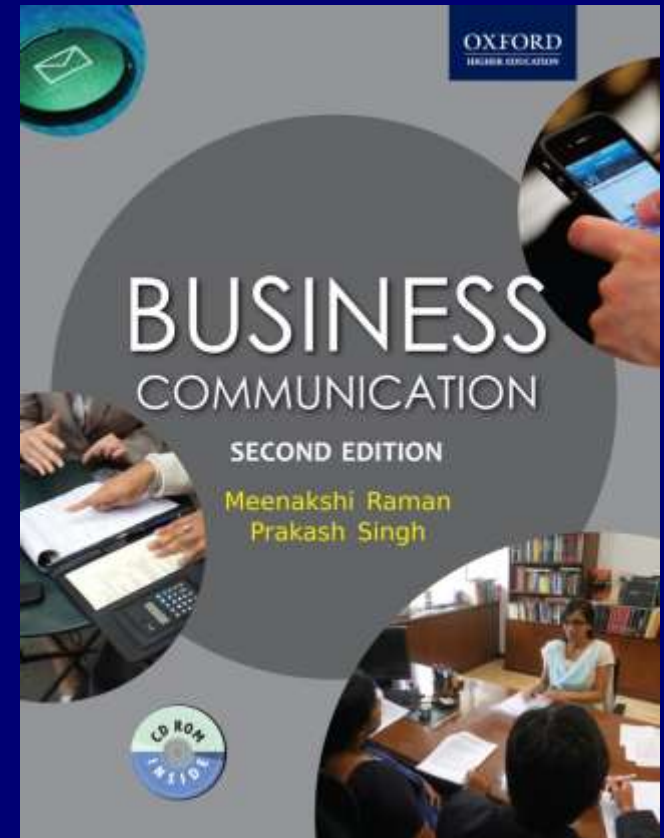
Strategies

- **Understand and react**

- **Have prior knowledge about words and phrases**

- **Take help in understanding**

- **Be sensitive to cultural nuances**

- **Avoid stereotyping**

- **Understand customs and rituals**

- **Update knowledge about other cultures**

Business Communication
2nd Edition

Meenakshi Raman

&

Prakash Singh

Chapter 4

Technology-enabled Business Communication

Agenda

- Importance

- Types

- Positive impact

- Negative effects

- Selection criteria

- Dos and Don'ts

Importance

- Pivotal role in various organizational functions

- Revolutionizing communication

- Fast, less expensive, easy reach

- Collect information, serve customers, promote products

- Accounting, storing, research, planning

- Plenty of tools / facilities available

Types of technological tools

Telephone & voice mail	Software
Mobile / cellular phones	Internet
Facsimile machines	Video conferencing
Desktop	Web conferencing
Laptop	Instant messaging
Personal Digital Assistants	Email
	Groupware

Positive impact

- Covers all geographical areas

- Access to more information for more people

- 24-hour access possible

- Direct contact / quick communication

- Faster decision making

- Enhanced team effectiveness

- Lot of functions and facilities

Negative impact

- Information overload

- Delay in other activities

- Blurring lines between personal and business lives

- People isolation

- Technophobia

Selection criteria

- Be clear with purpose : inform/ persuade/ collaborate

- Know your audience : access to tools / background

- Understand the nature of message: ordinary/
  confidential / strictly confidential

- Decide the time

- Consider the cost

- Know the presentation needs (Table 3.1 p.391)

Important Dos and Don'ts

DOs	DON'Ts
•Be clear when leaving messages	•Purchase more equipment than necessary
•Use separate dedicated phone lines for business and fax lines	•Sign up for long-term plans with Internet Service Providers
•Learn digital technology	•Neglect regular external backups to computer programmes
•Use an accounting software	•Ignore Internet
•Learn word processing	
•Plan internal communication	

Chapter 5

Business Writing

Agenda

- Written business communication

- Types of messages

- Approaches to writing

- Stages in writing

Written Communication

- Writing is crucial to modern organizations

- Reports, proposals, manuals, plans, memos, letters,

- e-mails, notices, circulars, websites

- Inform, persuade, sustain relationships, record

- convey routine matters, goodwill messages,

   positive, negative messages,

Types of messages

- Positive or good news : reflects goodwill (appreciation, sympathy, thanks, etc.)

- Negative or bad news messages: undesirable / disappointing (denials, rejection, refusal, etc.)

- Neutral or routine messages: important but least emotional (acknowledgements, inquiries, requests)

- Persuasive or influential messages: motivate or make others agree (proposals, replacement, buy, etc.)

Approaches to writing

- **Direct Approach**

- **Indirect Approach**

Approaches to writing

Direct approach

- **Used when writing to inform**

- **Details arranged in the decreasing order of**

  importance

- **Both positive and neutral messages**

Approaches to writing

Indirect approach

- **Mostly to convey negative information**

- **Also used to persuade**
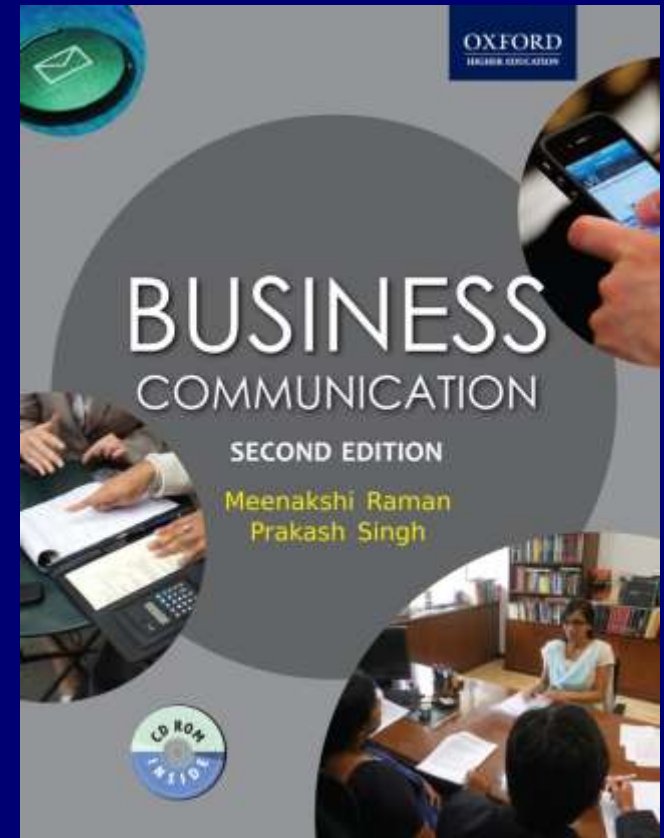
- **Reasons first and then action**

Five main stages in writing

- **Prewriting : purpose, readers, data, organize, outline**

- **Drafting : right balance, right words, tailoring language to the audience**

- **Revising: process of modifying, increase effectiveness**

- **Formatting: appearance, design elements, professional look, appropriate to specific message**

- **Proofreading: read from printed copy, allow time, read aloud, double check names, spellings, punctuation, etc.**

Chapter 6

Business Correspondence

Agenda

- Basic principles

- Writing strategies

- Components

- Common types

- Persuasive letters

- Memorandum

Basic principles

- Give importance to readers : reader's background, relationship, needs

- Keep to the point: clarity of objectives, outline

- Set the right tone: friendly & efficient

- Write a strong opening : gain attention, most important information first, should stand out

- End emphatically : polite and business-like note, summarize key points

Writing strategies

- State the main business / purpose / subject

- Keep paragraphs short

- Provide topic indicators

- Place important information strategically

- Focus on recipient's needs

- Give an action ending whenever appropriate

Components

1. **Heading**	5. **Body of the letter**
2. **Inside address**	6. **Complimentary close**
3. **Salutation**	7. **Signature**
4. **Subject / reference line**	8. **Enclosures, Copies**

Common types

- **Routine letters : seeking / giving information**

- **Covering letters : job application, sending some documents**

- **Thank you / follow up letters**

- **Acceptance / rejection letters**

- **Resignation letters**

- **Inquiry / complaint / adjustment letters**

Persuasive letters

- To convince the reader

- Likely to grant – easy / likely to reject - difficult

- Three purposes : to make the reader act, to build a

  good image, create a good relationship

- Four important things : details of your request, facts

  about the reader, specific action desired, any possible

  objections

Effective memos / memo reports

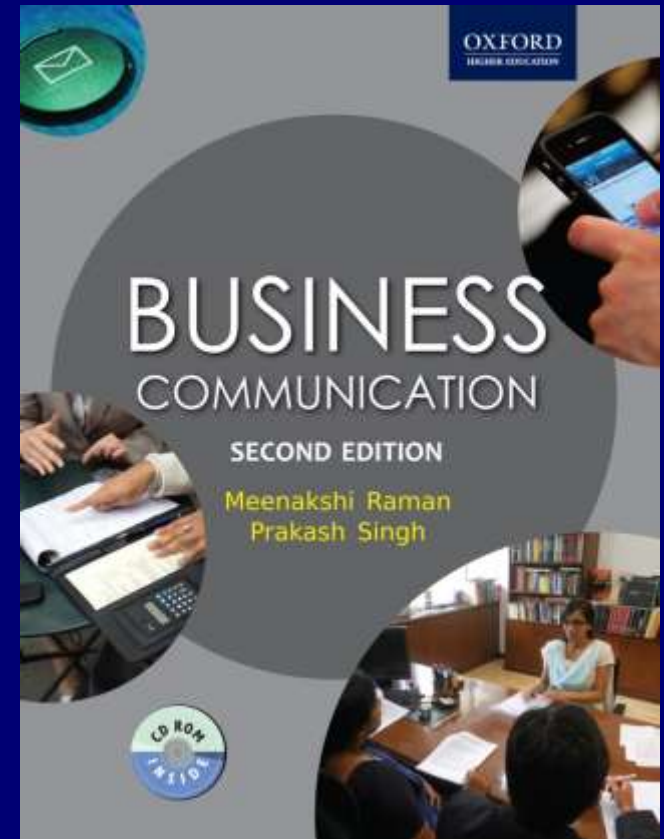- Internal correspondence

- Introduction : Reference point

- Discussion : Complete, correct and current

  information, headings and sub-headings

- Conclusion : summary of the discussion, tone

  friendly, courteous and positive

Business Communication
2nd Edition

Meenakshi Raman

&

Prakash Singh

Chapter 7

Instructions

Agenda

- **Definition**

- **Written instructions**

- **Format**

- **Oral instruction**

- **Audience analysis & adaptation**

- **Product instructions**

Definition

- The step-by-step explanation of how to do things.

- Helps shape a reader's attitude towards a process, a product, or the writer of the instructions.

Written instructions

- Introduction : Why the process is important, how it is related

- List of equipment & materials

- Description of steps: divide the process into simple steps, order of occurrence, grouping, warnings, diagrams

- Conclusion: importance of process, expected results

Written instructions (contd…)

- Present the steps in numbered / bulleted list

- Number or label the sub steps clearly

- Restrict each step / sub step to an individual piece of information

- Make liberal use of headings / sub headings

- List alternative steps

- Include a troubleshooting guide

Format

- Headings: titles & sub-titles, two or three per regular page, parallel phrasing, self-explanatory, omit articles

- Lists : emphasize certain information, easier reading, numbered vertical lists / two column lists

- Numbers : for important & exact values, consistency

- Abbreviations & symbols: standard / with expansion

- Graphics: axis labels, keys, titles, cross-references, documentation

Oral instructions

- **Form of dyadic communication**

- **Keep in mind your audience**

- **Restrict to one task**

- **Separate each instruction by a time-gap / clear signal**

- **Use direct, plain, polite language**

- **Keep sentences short**

- **Check for correctness**

Audience analysis

- **Types of Audience – Experts, Technicians**
  - **Background – Knowledge, Experience and Training**
  - **Needs and interests**
  - **Other demographic characteristics**
  - **More than one audience**
  - **Wide variability in an audience**

Audience adaptation

- Add/keep information

- Omit unnecessary information

- Change the level / organization of information

- Add examples

- Strengthen transitions

- Work on sentence clarity and economy

- Use needed graphics

- Use readable type styles

Product instructions

- An integral part of a company's marketing strategy

- Accurate, can be easily understood and used, suited to the environments

- Required whenever the design of a product alone is inadequate

- Gives people the information they need (when and where)

Product instructions - characteristics

- Logical sequences of actions, discriminations, and judgments leading to successful outcomes

- Concise, understandable, and direct, and therefore, appropriate for users

- Hazards identified and emphasized

- Formatted for the way people use them

- Physically attractive to encourage use

Product instructions - analysis

- Good product instructions rely upon good analysis

  - Users are identified and characterized

  - Task logic is developed and tested

  - Needed behavioral skills and abilities are delineated

  - Working conditions are investigated and described
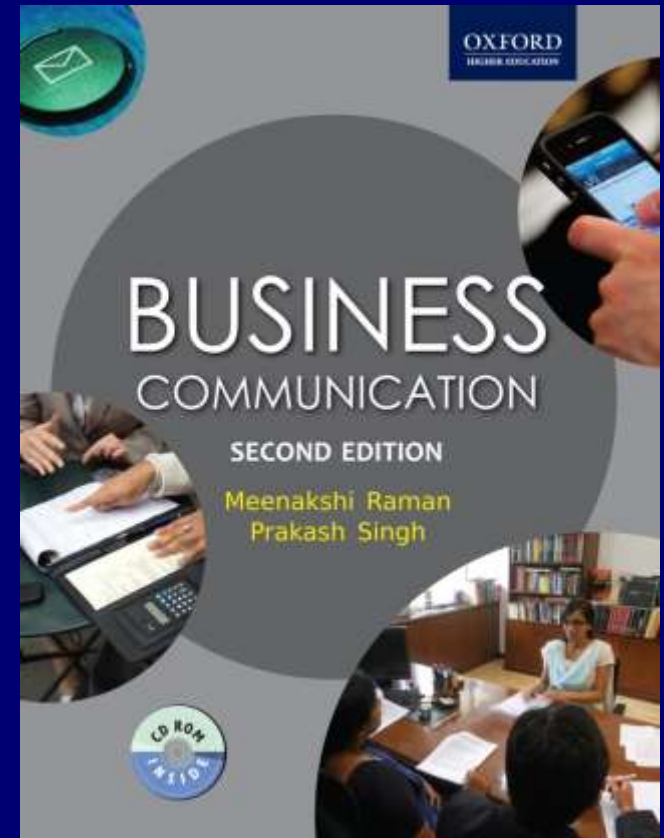
  - Hazards are identified and strategies developed

Product instructions - form

- Instruction Sheets, Control Labels, Stickers, Tags

- Warnings, Cautions and Notices

- Embedded help

- Non-visual stimuli

Business Communication 2nd Edition

Meenakshi Raman
&
Prakash Singh

Chapter 8

Business Reports and Proposals

Agenda

Business Reports

Definition

Purposes

Types

Characteristics

Steps

Business Proposals

Definition

Types

Components

Formats

Winning elements

Business Reports - Definition

- **Logical presentation of facts and information**

- **Orderly arrangement of some factual information**

- **Compilation of information that has been sought, collected, organized and written to convey a specific message**

Business Reports - Purpose

- **Convey information**

- **Assist decision-making**

- **Solve a business problem**

- **Record historical information**

Business Reports - Types

- Director's / Board's report

- Auditor's report

- Cost Audit report

Business Reports – Characteristics

Accuracy : in both information and writing : factual

information, reliable sources, accuracy in reporting,

accuracy in writing

Objectivity: free from personal prejudices :

distinguish between facts and opinions, present both

positive and negative information

Business Reports – Writing Steps

- Be clear with purpose and scope

- Determine audience

- Collect information

- Analyse data

- Identify solutions

- Organize the report

Business Proposals - Types

Internal : within organization, less voluminous than

external, not all details required, memo / manuscript

External : written to person / organization outside,

detailed, letter / manuscript form

Solicited : arises out of specific demand,

understanding of customer's needs important

Unsolicited: sent without the recipient's demand,

should persuade the reader

Business Proposals - Components

- Title page
- Executive summary
- Introduction
- Statement of need
- Project description
- Project management

- Budget
- Qualifications
- Conclusion
- Appendix
- Special section if any

Business Proposals - Format

- Cover letter / Memo attached to proposal

- Proposal built within memo

- Business letter plus proposal

- Proposal within business letter
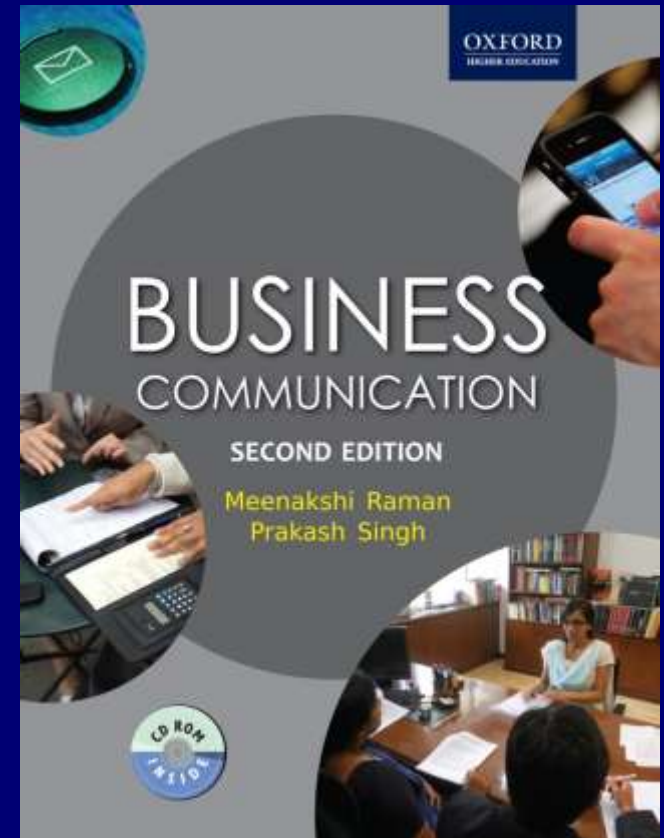
Business Proposals – Winning Elements

- Solutions : best amongst many, implementation

- Benefits : confidentiality, gain

- Credibility: convince, testimonials

- Samples : small sample in similar area

- Targeted: intended audience, appropriate language

Chapter 10

Effective Listening

Agenda

- **Definition**

- **Process**

- **Advantages**

- **Poor listening**

- **Types**

- **Barriers**

- **Strategies**

Definition

- Art of hearing and understanding

- Making sense out of what we hear

- **L**ook

- **I**dentify

- **S**et-up

- **T**une in

- **E**xamine

- **N**ote

Process / Stages

1. Sensing / selecting

2. Interpreting

3. Evaluating

4. Responding

5. Memory

Advantages

- Leads to better knowledge of organization

- Enables better policies

- Mollifies complaining employees

- Paves way for successful open-door policy

- Helps to spot sensitive areas

- Increases productivity

- Increases accuracy

- Enables innovative solutions

- Encourages prototyping

Poor listening

- Listening but not hearing
- Rehearsing
- Interrupting
- Hearing what is expected
- Feeling defensive
- Listening for a point of disagreement
- Criticize delivery/appearance of the speaker
- Fake attention
- Tolerate or create distractions
- Evade the difficult

Types

- Informative Listening

- Attentive Listening

- Relationship Listening

- Appreciative Listening

- Critical Listening

- Discriminative Listening

Barriers

- **Content : too much, too little, selective**

- **Speaker : delivery, attitude**

- **Medium : distance and environment**

- **Distractions: extraneous**

- **Mind Set: attitudes**

- **Language: ambiguity, misinterpretation**

- **Listening Speed: rate, think time**

- **Feedback : inappropriate, hasty**

Strategies

- **Decide your goals**

- **Be aware of your options**

- **Decide when to speak and when to listen**

- **Plan what to say when you speak – focusing and clarifying**

- **Be Attentive : stop multi-tasking, recap, use body language**

Business Communication 2nd Edition

Meenakshi Raman
&
Prakash Singh

Chapter 11

Business Presentations

and

Public Speaking

Agenda

- **Presentations vs. Speeches**

- **Planning**

- **Organizing**

- **Modes of delivery**

- **Structuring**

- **Controlling nerves**

Presentations Vs Speeches

Points of Difference	Business Presentations	Public Speaking
Aim of speakers	To give the audience what they know they need	To give the audience what they believe they want
Type of audience	Generally homogenous in terms of their knowledge, area of academic or professional interest, etc.	Mostly heterogeneous
Expectations of audience	Complete details about the topic	Do not expect a lot of details
Amount of information	More	Less
Level of interaction	More; as the audience wishes to understand the topic thoroughly	Less; as a general understanding is desired by the audience

Planning

- **Occasion: facilities, time, context**

- **Audience: designation, demography, size**

- **Purpose : inform, persuade, entertain**

- **Thesis: central / core idea**

- **Material : records, publications, statistics, surveys, interviews**

Organizing

Patterns

- **Chronological**

- **Spatial**

- **Topical**

- **Cause-effect / problem-solution**

- **Climactic**

Delivery Modes

- **Speaking from notes : best mode, body language, adjust according to audience**

- **Speaking impromptu: keep short, one or two ideas**

- **Reciting from memory : to be avoided, can memorize quotations if to be used**

- **Reading from a manuscript: acceptable on very few occasions, to be done meticulously, to be thorough with the text.**

Effective Delivery

• **Verbal elements: word pictures, warm words, figures of speech, impact words, smooth flow, supporting materials**

•**Non-verbal elements: facial expression, appearance & artifacts, posture, gestures, eye contact**

•**Vocal elements: voice modulation, appropriate tone, pitch, rate, volume, articulation, pronunciation, pauses**

•**Visual elements: slides, pictures, graphs, maps, charts**

Structuring

- Introduction : to introduce the topic and create

  interest

- Main body : to present the matter under various topics

  and sub topics

- Conclusion : to end, recapitulate

Introduction

• **Attention getter: question / quotation / anecdote / shocking statistics / unusual statement / joke**

• **Thesis statement : statement revealing the central idea**

• **Audience adaptation : complimentary remarks, reference to location, occasion, relating the benefits**

• **Credibility : research interest, latest information, statistics, experience**

• **Preview: main topics and subtopics of speech**

Main Body

- Message based approach: facts secondary, facts to support /

  justify your statements, focus on message and related facts

- Creativity : four steps—preparation, incubation,

  illumination, verification

- Mind mapping : most effective, versatile thinking tool, one   central idea and 5-10 related concepts

Conclusion

- summary

- One last opportunity to form an impression

- Signal the end : use phrases, tonal variations

- Reemphasize / give highlights of speech

- End with a bang not with a whimper

Controlling nerves

- **Visualize success**

- **Develop interest in topic**

- **Prepare thoroughly**

- **Memorize opening statements**

- **Take quick drinks of tepid water**

- **Breathe deeply, evenly, slowly**

- **Concentrate on ideas**

- **Use eye contact**

Business Communication
2nd Edition

Meenakshi Raman

&

Prakash Singh

Chapter 12

Conversations

Agenda

- Purposes

- Types

- Characteristics

- Stages

- Non-verbal cues

- Stressful conversations

- Telephonic conversations

Purposes

• **Improving relationships**

• **Making decisions**

• **Solving problems**

• **Collecting / disseminating information**

• **Understanding the problem**

• **Consoling people**

• **Sharing views**

• **Coordinating team activities**

Types

• **Chat : least formal of all (father & daughter)**

•**Tête-à-tête: confidential conversation (interview)**

•**Dialogue : opposing point of view (two parties)**

•**Parley : formal discussion between enemies regarding**

   the terms of truce

•**Colloquy : most formal (between nations on some**

   important issue

•**Communion : profound level (with nature / God)**

Effective Conversations Characteristics

• Involves important issues in organization

• Involves every participant

• Arouse and sustain interest

• Structured

• Adapts to Changes

• Allows participants to be honest without risking jobs

• Uses active listening

Stages

- **Encourage: allow others to express**

- **Acknowledge ideas: show you are paying attention**

- **Question : to clarify meaning, seek more information**

- **Inform : state facts, thoughts, feelings and concerns**

- **Direct : give instructions, delegate**

- **Criticize : give feedback / redirect / improve**

Non-verbal Cues

- Indicates the relationship among the conversers

- Immediacy: spacing between the conversers

- Power: expansive gestures, erect posture, occupying

  more space

- Responsiveness: intensity of feelings –react more /

  little

- Silence: gives time, shows respect,

  generate focus,   conveys deep feelings

Stressful Conversations

- **Clarity , neutrality, temperance**

- **Be aware and focused**

- **Respond, don't react**

- **Inquire and validate**

- **State intention**

- **State appreciation**

Telephonic Conversations

• Keep short

• Keep in mind the limitations

• Speak at a moderate rate

• Use vocal cues

• Have a positive attitude

• Understand the design of your instrument

Business Communication
2ⁿᵈ Edition

Meenakshi Raman

&

Prakash Singh
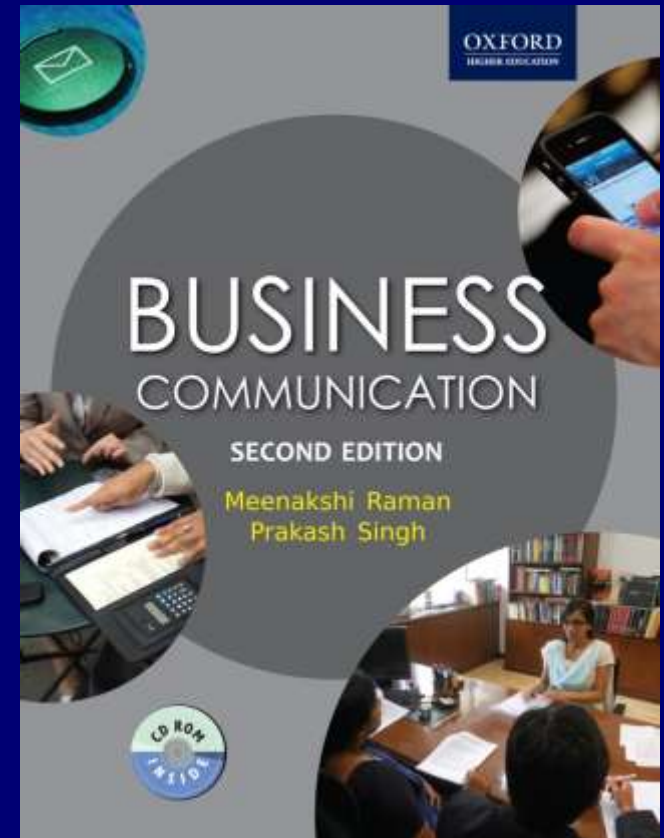
Chapter 13

Interviews

Agenda

- **Principles**

- **Preparation**

- **Success factors**

- **Types**

- **Styles**

- **Types of questions**

- **Non-verbal aspects**

Principles

- Avoid objective and leading questions

- Ask questions that tests the applicant's ability to do a job.

- Use role-playing to test the skills of the applicant

- Alternate between easy non-threatening questions and difficult pointed ones.

- Allow candidates time to ask you any questions they might have about the job.

- Close the interview by asking the candidate if there's anything he/she regretted.

Preparation

- **Self Assessment**

- **Re-assessment and updating one's resume**

- **Research on the targeted company/organization and position**

- **Practice of typical and targeted interview questions**

- **Follow-up**

Success factors

- **Thorough preparation**

- **Dressing sense and Appearance**

- **Establishing Rapport**

- **Body Language**

- **Answer questions confidently**

- **Be prepared to ask the interviewer a few questions towards the end of the interview**

Types of questions

- **Permission questions – Demonstrates concern**

- **Factual questions – Obtain objective data about the applicant**

- **'Tell me about' questions – Get past experience of the applicant**

- **Feeling questions – Get subjective data of the other party's values and beliefs.**

- **Checking questions – Makes sure you have understood the other person's answers**

Non-verbal aspects

- **Eye contact :** vital, maintain sincere, continuous ,eye contact

- **Facial expression :** cultivate appropriate expression, smile, eliminate negative characteristics

- **Posture:** sit tall, lean forward slightly, reveal confidence

- **Gestures:** avoid overt gestures, use meaningful ones

- **Space:** give respect to personal space and boundaries

Types of interviews

- **Screening Interview** : by someone in HR, face-to-face or telephone, qualification requirements

- **Selection Interview** : personality necessary to fit in

- **Group Interview** : separate leaders from followers, team playing skills

- **Panel Interview** : interview by several people,

- **Stress interview** : handling adversity, simulated stress

Styles of interviewing

- **Traditional job interview : broad-based questions, skills and abilities, enthusiasm, team-playing skills**

- **Behavioral Interview: past performance is the best indicator, probe specific past behavior, recalling scenarios**

- **Case Interview: management consulting firms, investment banking companies**

- **On-site Interview: long, in-depth knowledge, first-hand experience of the company**

Types of case questions

- **Calculation / estimation /market sizing case**

- **Problem case**

- **Probing case**

- **Business operation case**

- **Business strategy case**

- **Resume case (case based on your previous employer)**

Approach to case interviews

- **Prepare extensively: web sites, business magazines**

- **Listen carefully and paraphrase**

- **Process for reaching conclusion is important**

- **Construct a logical frame work to explore critical issues**

- **Prioritize the issues and objectives**

- **Work out alternatives**

Business Communication
2ⁿᵈ Edition

Meenakshi Raman
&
Prakash Singh

Chapter 14

Meetings

and

Conferences

Agenda

Meetings	Conferences
•Purpose	Purpose
•Planning	Planning
•Leadership	Conducting
•Strategic issues	Video conferencing
•Evaluation	Web conferencing
•Minutes	

Business meetings - purposes

- To share information

- To collaborate – review, evaluate, discuss, decide

- To achieve and make impact

- To build and share a common reality

Business meetings - planning

- Be clear with objectives : specific objective

- Create an agenda : business to be transacted

- Prepare in advance : data, steps, details to be

  collected, strategies to control, time, venue,

  participants, equipment

- Plan, discuss and assign roles : facilitator, recorder,

  leader, participant , time-keeper

Business meetings - Leading

- Start on time

- Opening remarks : get attention, objectives

- Participation : balanced

- Agenda : maintain the sequence

- Closing : summarize important points, specify follow up activities

Business Proposals – strategic issues

- Decide whether to meet / not to meet

- Non-verbal means

- Control or collaboration

- How to handle confrontation

- Reaching rapid consensus

- Integrate with more parts of the organization

- Consensus with leader as time-breaker

Business meetings - evaluation

- Assess the success

- Whether objectives met

- Attendance

- Were participants well prepared

- Did they contribute constructively

- How smooth the meeting was

- Suggestions for improvement

Business meetings - minutes

- Record of the business transacted

- Integral part

- Helps in post-meeting review

- Records important points of discussion and decisions

- To be circulated among participants before next

  meeting

Business conferences - purpose

- Coordinate activities

- Build morale

- Secure agreement

- Brief staff / clients

- Solve problems

- Exchange information

- Initiate policy

- Product launching

Business conferences - planning

- Understand the objectives

- Think of a suitable theme

- Decide the prospective participants

- Estimate the cost

- Decide the financial support

Business conferences - conducting

- Date and time

- Attendees

- Conference content

- Venue- facilities

- Accommodation

- Budget

- Feedback and follow up

Video conferencing

- Effective way to share limited resources
- Reduce travel expenses
- Increase overall productivity
- Location of camera
- Practice / be familiar with equipment

- Use voice and body effectively
- Dress appropriately
- Format the slides
- Maintain face-to-face connection
- Light the space
- Break often
- Be comfortable

Web conferencing

- Keep it simple
- Keep it short
- Get off to a quick start
- Ask relevant questions
- Use a specialist
- Complete pre-flight checks
- Start with the phone

- Keep slides simple
- Plan ahead for software demos
- Hire a professional moderator
- Test and retest
- Use both views for presentation
- Anticipate glitches

Business Communication
2nd Edition

Meenakshi Raman

&

Prakash Singh

Chapter 15

Group Discussions

and

Team Presentations

Agenda

Group Discussion (GD)	**Team Presentation**
•**Types**	•**Benefits**
•**Role functions**	•**Planning & Preparation**
•**Effective groups**	•**Execution**
•**Non-functional behaviour**	•**Effectiveness**
•**Success factors**	

Group Discussions (GD) - Types

- **Brainstorming : creative exercise, idea-generation**

- **Focus groups : particular topic or issue, consensus**

- **Structured : time limit & topic defined, no leader**

- **Unstructured: leader to direct, group may propose**

- **Specialized: role-plays, scripted GDs to participants**

Group Discussion – Role functions

- Task roles : initiating, giving / seeking information and reaction, restating & giving examples, confronting, clarifying

- Group building roles: strengthening and sustaining group life and activities

- Gate keeping & time keeping: standard setting, following

- Group task roles: evaluating, diagnosing, testing, mediating

GD – Effective groups

- Size – five to nine

- Members – diverse personality traits & backgrounds

- Action-oriented

- Non-threatening climate

- Learning is important

- Participation of all

- Adequate coverage

- No defensive behaviour

- Thorough preparation

GD – Non-functional behaviour

- Aggressive

- Blocking

- Self-confessing

- Competing

- Seeking sympathy

- Special pleading

- Horsing around

- Seeking recognition

- Withdrawing

GD – Success factors

- **Innovativeness**

- **Content quality**

- **Logical ability**

- **Behaviour**

- **Communication**

- **Leadership**

Team Presentations - benefits

- Diverse skills / perspectives

- Sharing of responsibilities

- Variety of speakers – adds to interest

- Greater expertise

- Role play & other creative techniques possible

Team Presentations - Functions

- Project proposals

- Progress reports

- Orientation / training programmes

- Contract proposals

- Venture capital requests

- Public agency / regulatory review

Team Presentations – Planning & Preparation

- PAL : Purpose, Audience, Logistics

- Leader to build the right team

- Organize

- Team spirit

- Synchronize visuals

- Practise

Team Presentations - Execution

- Check venue, equipment , arrangements

- Identify the positions of members

- Ensure coordination: visuals, presentation

- Introduce topic and team

- Listen carefully when other members present

- Manage time wisely

- Appropriate member to handle questions

Team Presentations - Effectiveness

- Take time to build the team

- Appoint a leader

- Know your audience, their needs

- Use effective tools to gather data

- Realize the importance of listening

- Delegate the task judiciously

- Ensure professionalism & consistency
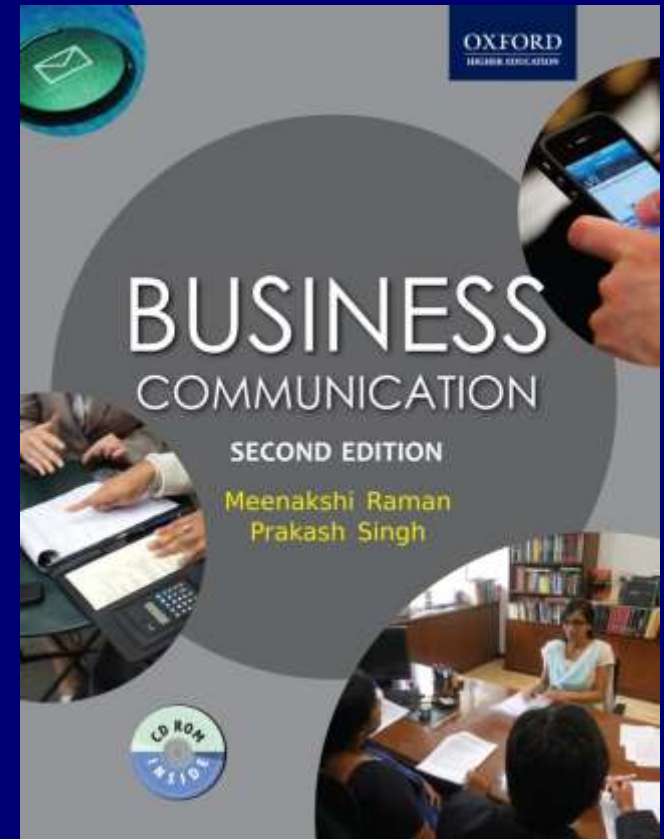
Chapter 16

Team Briefing

Agenda

- **Definition**

- **Features**

- **Benefits**

- **Process**

- **Techniques**

Definition

- Briefing : system of communication operated by a management information system that enables leaders and their teams to talk about things that are relevant to their work

- A short talk that informs a generally knowledgeable audience about a subject on which they would like to acquire new or additional information

- Purpose, number of receivers, level of interaction, use of non-verbal elements, etc., differ

Features

- Face-to-face

- Around 30 minutes

- Held by team leaders: supervisor, manager

- Held at least once a month

- Dates set and notified in advance

- Contains core brief and local brief

Benefits

- **Facilitates communication**

- **Helps gain acceptance**

- **Develops leadership skills**

- **Better alternative to grapevine**

- **Builds commitment and understanding**

- **Helps clear misunderstanding**

Process

- **Prepare core management brief : written details from management**

- **Prepare local brief: Prepared by team leader based on core brief**

- **Progress: What is the progress made**

- **Policy : Details to be implemented**

- **People : Persons responsible**

Techniques

- Be clear with purpose, audience

- Plan and prepare

- Structure : introduction, body, close

- Decide the time

- Inform in advance

- Get feedback

- Encourage questions

Business Communication
2nd Edition

Meenakshi Raman

&

Prakash Singh

Chapter 17

Communication Across Functional Areas

Agenda

- **Marketing communication**

- **Project management communication**

- **Human resource communication**

- **Financial communication**

- **Management information systems**

- **Cross- functional communication**

Marketing communication - definition

- **To make and keep a customer**

- **One of the five P's of marketing – promotion**

- **Propagating information related to organization**

- **Integrates humanities, social sciences and business administration**

- **Advertising, public relations, brand communication, direct / database marketing, sales, promotion, e-commerce**

Marketing communication - medium

- **Effective and efficient**

- **Cost per exposure**

- **Quality of exposure**

- **Diversity of prospective customers**

- **Promotion and delivery media : catalogue, electronic book, newspaper, billboards, television, radio, Internet, telephone**

Marketing communication - strategies

- Making the first sales call

- Selling in the absence of sales representative

- Refuting claims by competitors and their marketing

  communications

- Presenting selling message – correct, concise, persuasive

- Equipping the sales person with supporting material

- Retaining current customers

Marketing communication – direct selling

- Product is pushed to the customer by giving a live demonstration, by company's sales rep.
- More persuasive & powerful than indirect selling
- More closely and directly related to a sale
- An expensive proposition

Marketing communication – indirect selling

- Selling products through marketing communications

  agent (may be outsourced)

- Concise, uniform and ubiquitous

- Gets in the door where sales reps sometimes cannot

- Has a relationship to sales that is difficult to

  document

  Costs less

Project management communication

- Monitor the status of projects, ensure communication within project teams

- Project team-manager-sponsor-stakeholders (clients, shareholders, financers, media, society)

- Meetings and status reports

- Multi-faceted approach

Project management communication - types

- **Mandatory** communication : project status report, status meeting, steering committee meeting, report to board of directors, financial report

- **Informational** communication : awareness building sessions, project deliverables placed in a common repository, project information on website

- **Marketing** communication : to build buy-in enthusiasm for the project & its benefits: newsletters, meeting with key stakeholders, testimonials, contests, project acronyms & slogans, informal walking around

Project communication mix – small projects

- Status reporting

- Team to manager -- weekly

- Manager to sponsor & stakeholders –

  bi-weekly/monthly

- Entire team to attend meetings

Project communication mix – medium projects

- Formal status meetings and status reports

- Team status meetings & reports - weekly/bi-weekly

- Project manager to all stakeholders-monthly

- Formal monthly status report including financial

  information to stakeholders

Project communication mix – large projects

- Formal status meetings and status reports

- Proactive communication

- Determine the project stakeholders

- Brainstorm how to fulfil the communication need for each stakeholder

- Quarterly newsletter from organization to the entire

   client organization

- Communication that is high in value but low in effort

Project communication - branding

- **More sophisticated form of marketing communication**

- **Branding campaign by the project team**

- **Establish a positive project name**

- **Establish an image / logo**

- **Buy trinkets**

- **Hold face-to-face meetings**

Human resource communication

- With employees—appointments, promotions, compensation packages, training, counseling, retirement benefits, etc.

- Creating more awareness about the benefits and opportunities

- Providing training & explaining the benefits

- Preparing unambiguous statements of salary and perks

Financial communication

🌐 **Conveying financially sensitive information and data to financial stakeholders, institutions, analysts, etc.**

🌐 **Forms part of the governance structure**

🌐 **To protect and enhance shareholder value**

🌐 **Requires sharp communication skills**

Financial communication - constituents

- Company at a glance

- Chairman's message

- Outlook : forward looking statements

- Share price information

- Balance sheet, income statement and other price sensitive financial data

- Investor relation releases

- Financial calendar

- Trading worldwide

- Stockholder structure

- Mergers and initial public offerings

Management information systems (MIS)

- Information technology to provide robust communication

  network

- Computer based information system used to record customer purchase, keep track of inventory, pay employees, buy new merchandise, evaluate sales trends, better decision making

- Used in marketing, finance, human resource and operations

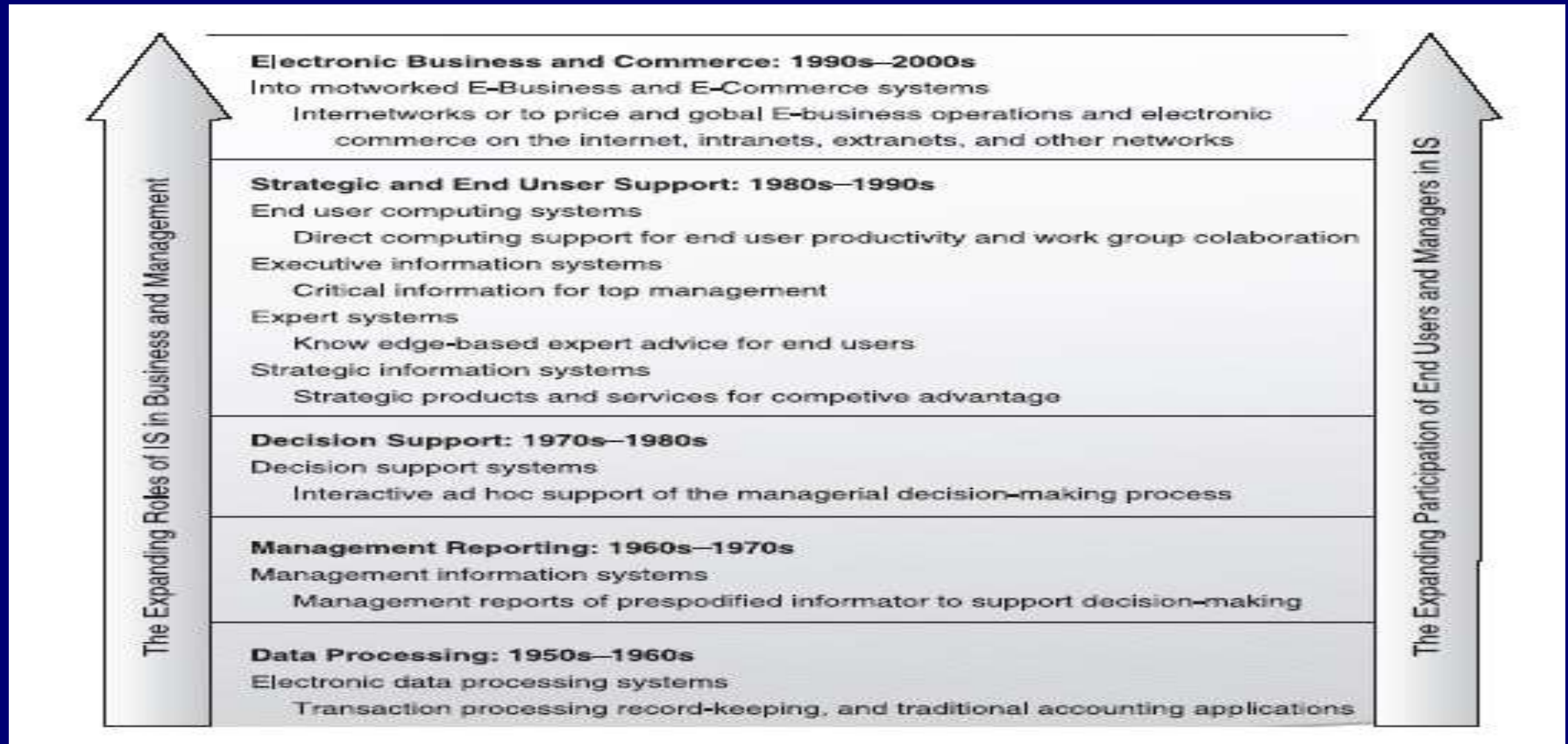# Management information systems (MIS) Business applications

Electronic Business and Commerce: 1990s–2000s
Into motworked E–Business and E–Commerce systems
   Internetworks or to price and gobal E–business operations and electronic
    commerce on the internet, intranets, extranets, and other networks

Strategic and End Unser Support: 1980s–1990s
End user computing systems
   Direct computing support for end user productivity and work group colaboration
Executive information systems
   Critical information for top management
Expert systems
   Know edge-based expert advice for end users
Strategic information systems
   Strategic products and services for competive advantage

Decision Support: 1970s–1980s
Decision support systems
   Interactive ad hoc support of the managerial decision–making process

Management Reporting: 1960s–1970s
Management information systems
   Management reports of prespodified informator to support decision–making

Data Processing: 1950s–1960s
Electronic data processing systems
   Transaction processing record-keeping, and traditional accounting applications

The Expanding Roles of IS in Business and Management

The Expanding Participation of End Users and Managers in IS

Fig.17.2 Changes in the business application of information system

Cross-functional communication
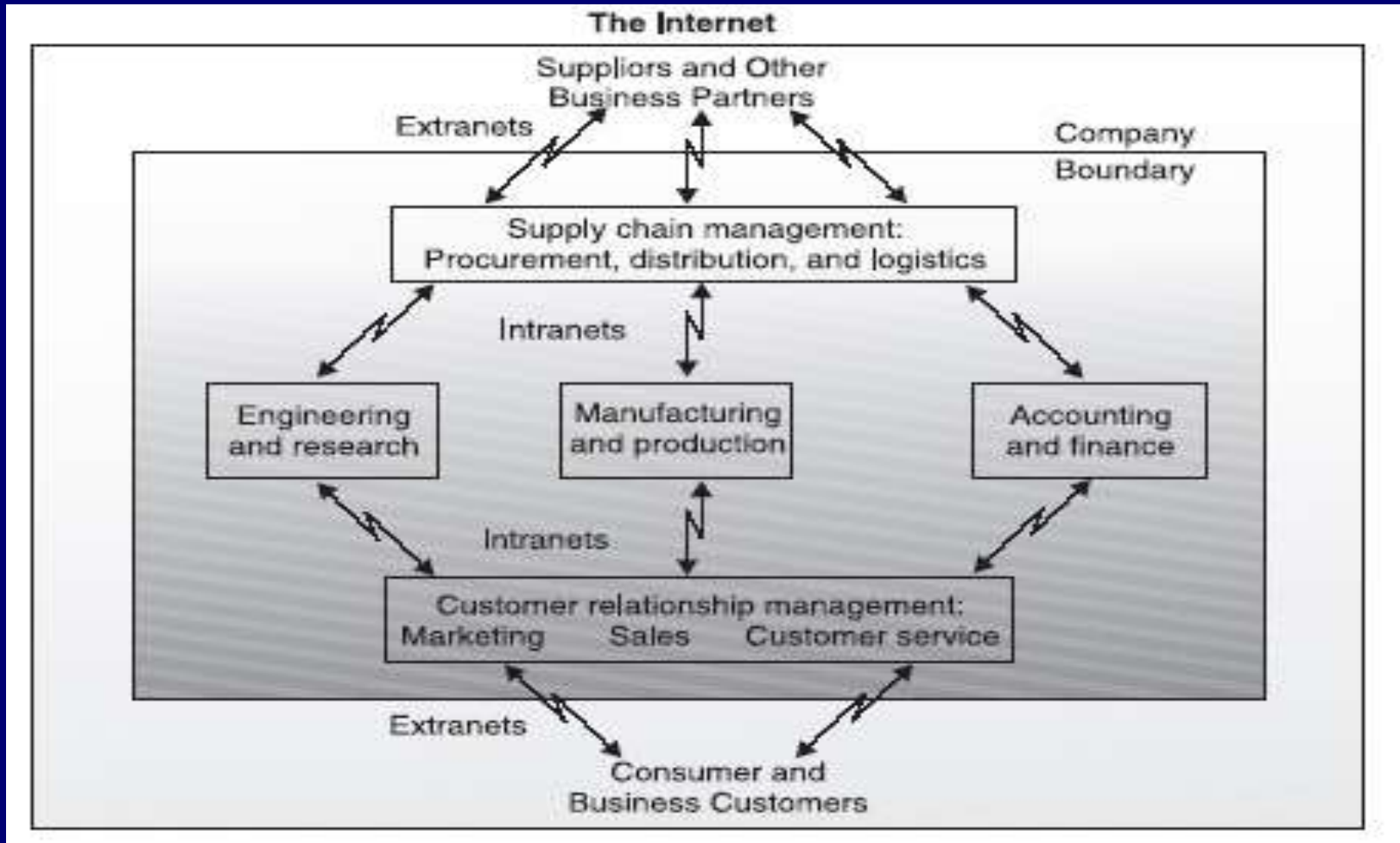
Cross-functional communication

Production, marketing and finance

- Marketing and production : must trust each other, share facts, respect each other's constraints, think strategically

- Product development process: communication for smooth and successful product development; customers' likes and dislikes ; interface among production, marketing and finance departments is necessary

- Communication among production, marketing and finance necessary at regular intervals
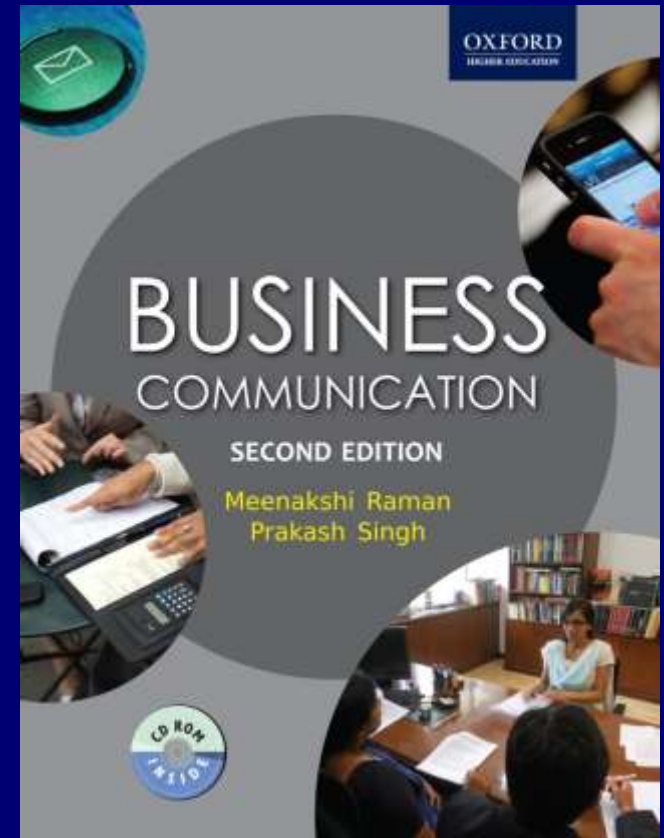
Cross-functional communication

Human resource and other areas

- Imperative for all departments to communicate with HR

- HR tries to match the skills required

- HR to communicate exact profiles of suitable persons

- Communication to be as specific as possible

- Recruitment, job advertisements, etc., in consultation with other departments

Business Communication
2ⁿᵈ Edition

Meenakshi Raman

&

Prakash Singh

Chapter 18

Corporate Communication

Agenda

- **Definition**

- **Importance**

- **Products**

- **Practice areas**

- **Embedded traits**

- **Strategies**

- **CSR (Corporate Social Responsibility)**

- **Crisis communication**

Definition

"Corporation's voice and the image it projects of itself to the world. "

Included in this field are areas such as
- Corporate reputation
- Corporate advertising and advocacy
- Employee communications
- Investor relations
- Government relations
- Media management
- Crisis communications

Importance

- Creating an effective corporate image
- A strong corporate culture
- A coherent corporate identity
- A reasonable corporate philosophy
- A genuine sense of corporate citizenship
- An appropriate and professional relationship with the press
- Quick and responsible ways of communicating in a crisis
- An understanding of communication tools and technologies
- Sophisticated approaches to global communications

Products

- Memos
- Letters
- Reports
- Websites
- e-mails
- Speeches
- News releases

# Practice Areas

- Corporate Positioning
- Reputation Management
- Employee Communications
- Community Relations
- Media Relations

Embedded traits

- **Macro-level orientation**
- **Goal setting**
- **Anticipating other's reactions**
- **Serving as a basis for action**
- **Links to organizational goals**
- **Legitimizing some issues/de-legitimizing others**
- **Shaping memory**
- **Making sense out of the confusing and ambiguous**
- **Providing point of identity**
- **Evolving**

Strategy

Org, Identity   Issue Mgt,

- Strategy
- Audience Relationships (AA)

Risk Comm,   Crisis Comm,
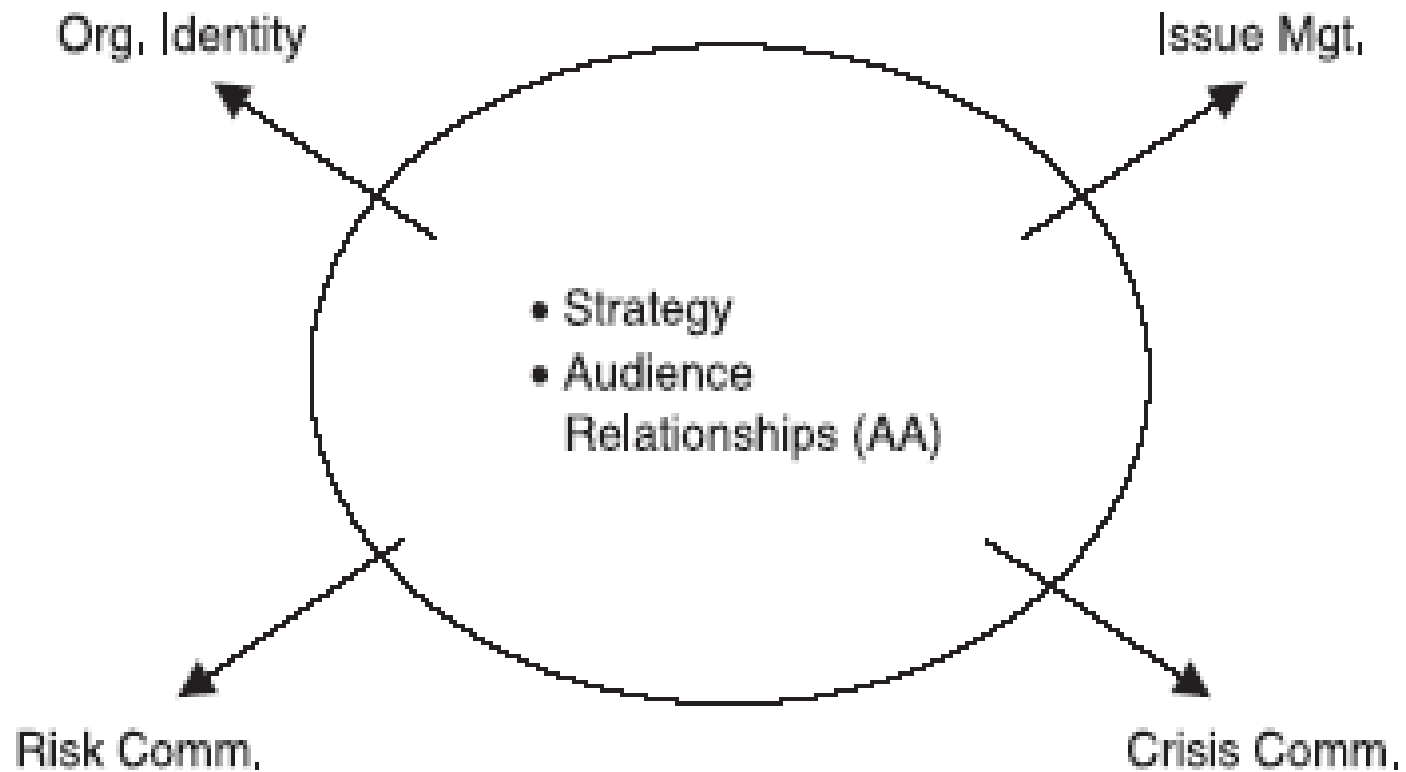
Corporate Social Responsibility (CSR)

CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis'

Corporate Citizenship and Social Responsibility

- **An organization's corporate values, and how it behaves as a corporate citizen, have a direct relationship with its business performance and financial success.**

- **Investing in corporate citizenship is a positive brand-building strategy**

- **'must have' to achieve success**

Effects of Corporate Citizenship on Consumers

1. Be willing to try the company's products for the first time

2. Welcome the company into their community

3. Recommend the company's products and services to friends and family

4. Improve the overall trust for the company, its people, and its products

5. Improve the overall opinion of the company's reputation

Crisis Management/Communications

A crisis is any situation that threatens the integrity or reputation of a company, usually brought on by adverse or negative media attention.

Aah! The crisis is over! We handled it just great!

Crisis Preparedness

<u>Requirements for successfully managing crises</u>

1. Company must work towards resolving the issues that created the crisis.

2. must act fast to manage the perceptions of the problem amongst its key stakeholders in order to salvage and sustain its reputation and business.

Crisis Communication Planning

Two key elements

1. The crisis plan itself (how a company will deal with the issue at hand, to minimize loss and downtime).

2. The crisis communications plan (how to communicate with the press and the public about the crisis that is occurring).
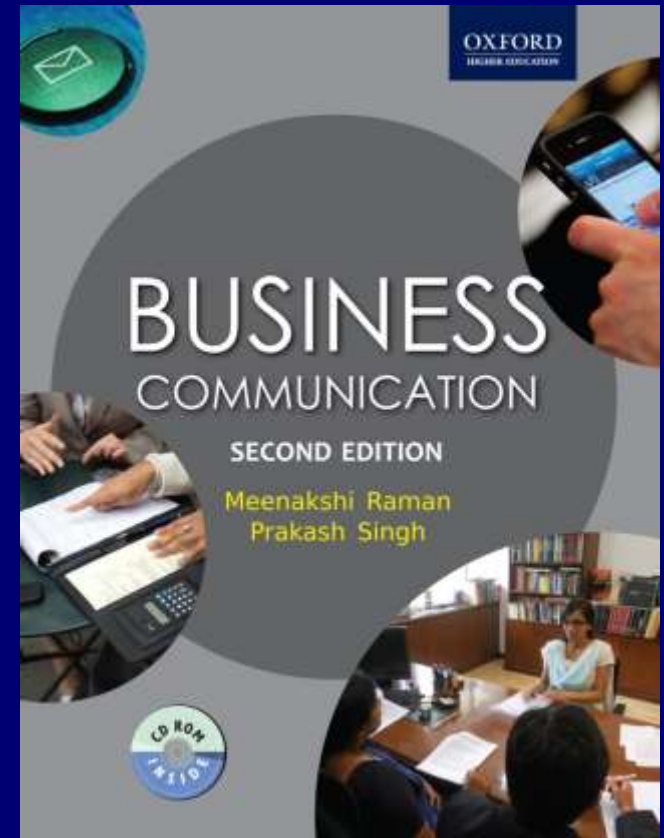
Media Release in Crisis Situations

- **Designated Spokesperson**
- **Media Policies and Procedures**
- **Practicing Tough Questions**
- **Prepared Statements**

Take into consideration all the key audiences

Chapter 19

Persuasive Strategies in Business Communication

Agenda

- Importance

- Major forms

- Advertising

- Conflict resolution

- Negotiation

Importance of persuasive communication

- Influences the thinking / actions of others

- Enables organizations to achieve goals

- Motivate employees

- Market products

- Paves way for success

- Attract good human resource

- Improves relationship

Major forms

- **Advertising**

- **Conflict resolution**

- **Negotiation**

Advertising communication

- Non-personal communication of information, usually paid for and usually persuasive in nature, about products or ideas by identified sponsors through various media

- Mostly to persuade; some to inform, educate, create awareness

- To advocate a wide variety of ideas, economic, political, religious and social

- Media - Radio, television, newspaper, magazines, billboards, direct mail, brochures, Internet

Advertising communication process
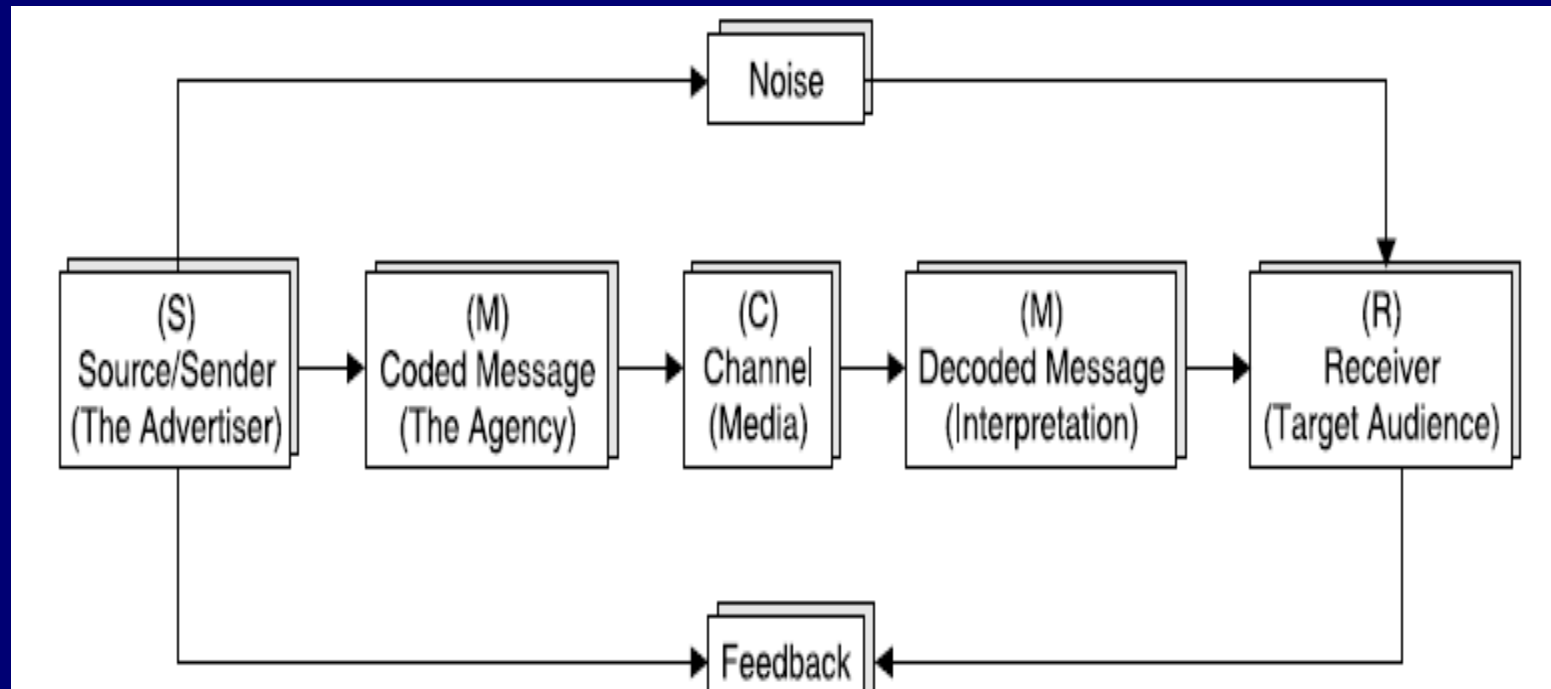
Advertising communication concepts

🌐 **Signs : working tools – words, pictures, sounds**

🌐**Field of experience: consumer's and advertiser's life experience—more overlapping, better results**

🌐**Meaning not transmitted in the communication : signs are manipulated to produce shared thoughts; communication fails when signs in advertisement differ in meaning for the two parties**

Elements of advertising communication

- Source : sponsor / author / persona

- Encoding : conversion of mental concepts into symbols

- Message : images and text in suitable form

- Media / channel : communication vehicles

- Receiver : decision makers / sponsors / real consumers

- Decoding : understanding and interpreting symbols

- Feedback : how much has been actually communicated

- Noise : environmental, mechanical, psychological

Advertising : AIDA master formula

- **Attention : first objective to persuade the audience**

- **Interest : to keep the prospect excited**

- **Desire : to create a desire to purchase the product**

- **Action : to provide the prospect a call to action**

Effective advertisements

- Plan the ad around one idea

- Identify source fully and clearly

- Headline and illustration to support each other

- Make the copy easy to understand

- Get the main message in the first sentence if possible

- Illustrate the product in use

Conflict management – sources of conflicts

🌎 **Change**

🌎 **Conflicting goals and objectives**

🌎 **Limited resources**

My sword is shatper and tonger... accept defeat!

Conflict management – strategies

- **Collaborating : win - win**

- **Compromising : win / lose – win / lose**

- **Accommodating : lose - win**

- **Competing : win - lose**

- **Avoiding : lose - lose**

Conflict management – mediation

- Process in which disputing parties discuss their situation with the goal of reaching a mutually satisfactory agreement with the help of a neutral third party

- Successful mediators : experienced, ethical, creative, flexible

- Stages of mediation : introduction, problem determination, problem identification, generation and evaluation of objects, selection of option, agreement / no agreement / partial agreement

Conflict management process – words and phrases

- Target words: apology, compromise, threat, side, story, facts, truth – may arise during mediation

- Positive / neutral words : full, curiosity, spontaneity, habit, calm, active, pleasure, life, energy, ready

- Negative words : anger, forgiveness, closure, complain, compromise, criticism, cynicism, skeptic, tough

- Non-verbal elements : posture, facial expression, tone of voice, limb position play a major role

Negotiation –basic approaches

🌐 **Integrative / collaborative / win – win : both sides gain, promotes effective communication, variable amount of resources to be divided, interests coincide, maximize joint outcomes, greater value than before**

🌐 **Distributive / win – lose : one wins other loses, communication is obstructed, fixed resources to be divided, interests oppose, maximize one's own interests, deteriorate the value**

🌐 **Mixed approach : many situations contain elements of integrative and distributive approaches, at work together**

Negotiation – six basic steps

- Getting to know one another

- Statement of goals and objectives

- Starting the process

- Expression of disagreement and conflict

- Reassessment and compromise

- Agreement in principle or settlement

Successful negotiation

- Set up your goals and plan your time

- Genuinely communicate your own strengths

- Pick the right moment

- Be fair and objective

- Listen attentively, ask questions, repeat and summarize

- Visualize your arguments

- Use clever phrases

Intercultural negotiation skills

- **Ability to empathize with others**

- **Ability to demonstrate the advantages**

- **Ability to manage stress and cope with ambiguity**

- **Ability to express one's own ideas**

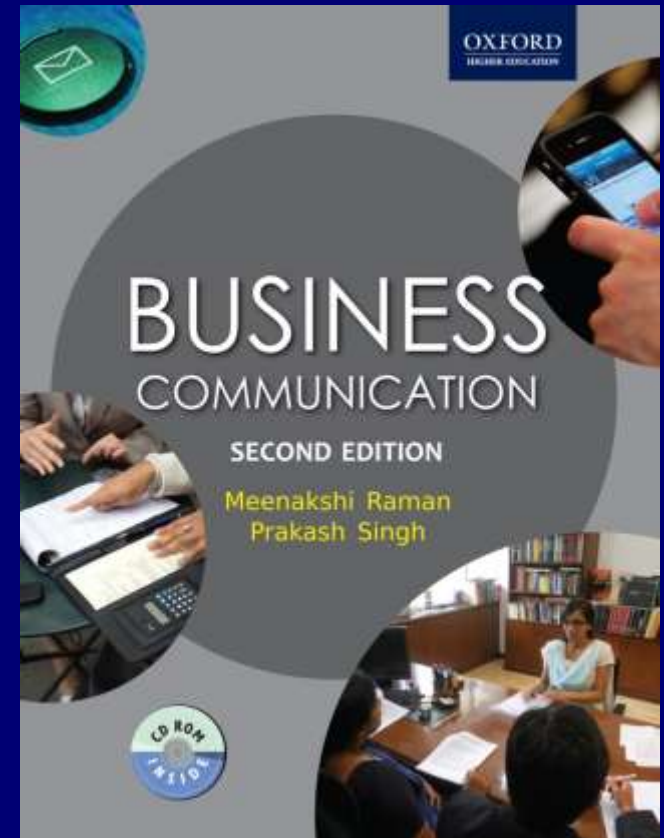- **Sensitivity to diverse cultural backgrounds**

Intercultural negotiation – don'ts

- Avoid looking at everything from your perspective

- Avoid pressurising the other party

- Avoid asking for concessions / compromises that are politically / culturally sensitive

- Avoid using jargons / colloquialisms

- Avoid passing over levels of authority

- Avoid asking for a decision when other party is unable to commit

Business Communication
2ⁿᵈ Edition

Meenakshi Raman

&

Prakash Singh

Chapter 20

Ethics in Business Communication

Agenda

- Ethical communication : overview
- Importance in organizational communication
- Ethical codes
- Ethical issues
- Strategic approaches
- Internet implications
- Advertising issues

What is ethical communication?

- **Getting your point across without offending the audience**

- **Maintaining and sustaining a relationship with your audience**

- **Presenting information to the audience without deliberately withholding vital information**

- **Understanding that ethics are related to values, and may differ for the audience**

- **Making sure all information is accurate and researched**

Behavioral Requirements for Ethical communication

- **Descriptive**
- **Problem Oriented**
- **Spontaneous**
- **Respectful**
- **Empathic**
- **Provisional**

Ethical Code in Communication

- **Truthfulness, accuracy, honesty, and reason are essential to the integrity of communication.**

- **Strive to understand and respect other communicators before evaluating and responding to their messages.**

- **Promote communication climates of caring and mutual understanding that respect the unique needs and characteristics of individual communicators.**

Ethical Code in Communication

- **Commit to the courageous expression of personal convictions in pursuit of fairness and justice.**

- **Access to communication resources and opportunities are necessary for fulfilling**

  human potential and contributing to the well being of families, communities, and society.

Ethical Issues Involved in Business Communications

- **Honesty**

- **Respect**

- **Sensitivity to Cultural Differences**

Ethical Dilemmas Facing Managers

- **Secrecy : intentional concealment**
- **Whistle Blowing : information about corporate abuses or negligence going public - done by employees**
- **Leaks :   anonymous whistle-blowing - rumours and gossip**
- **Lying : false statement intended to deceive**
- **Ambiguity : vagueness in language**

Test the Ethics of the Message

- **Does the message comply with the law?**
- **Is it balanced? Is it fair to all concerned?**
- **Who will it benefit or harm?**
- **If you were receiving the message, how would you feel?**
- **Have you checked it out with others?**
- **Would you be embarrassed if others found out about the message?**
- **Does the message make you feel good about yourself?**

A Strategic Approach to Corporate Ethics

- Corporate Culture

- Organizational Policy

- Policy Issue 1: What Information should be Gathered

- Policy Issue 2: How is the Information Gathered

- Policy Issue 3: How is the Information Used

Ethical Communication on the Internet

Some Areas of Concern

- Digital Divide
- Cultural Domination
- Freedom of Expression
- Internet Journalism
- The Community
- Identity
- Privacy
- Need for Better Protocol

Ethics in Advertising

Benefits and Harms of Advertising

- **Economic**
- **Cultural**
- **Moral and Religious Harms**