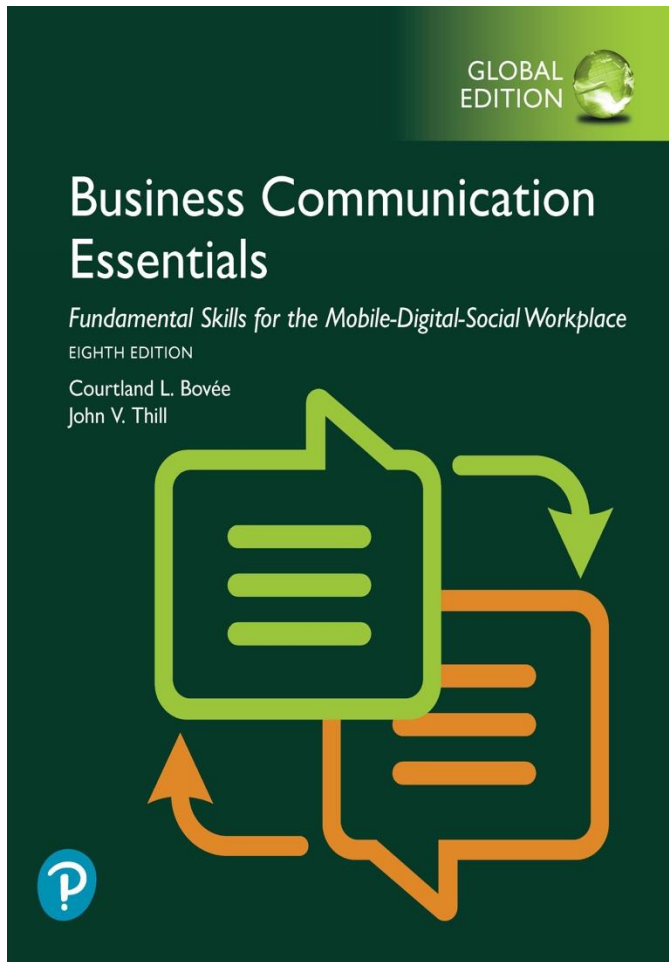


Business Communication Essentials

Eighth Edition, Global Edition



Communication
and Digital
Collaboration in
Modern Workplace

Learning Objectives (1 of 2)

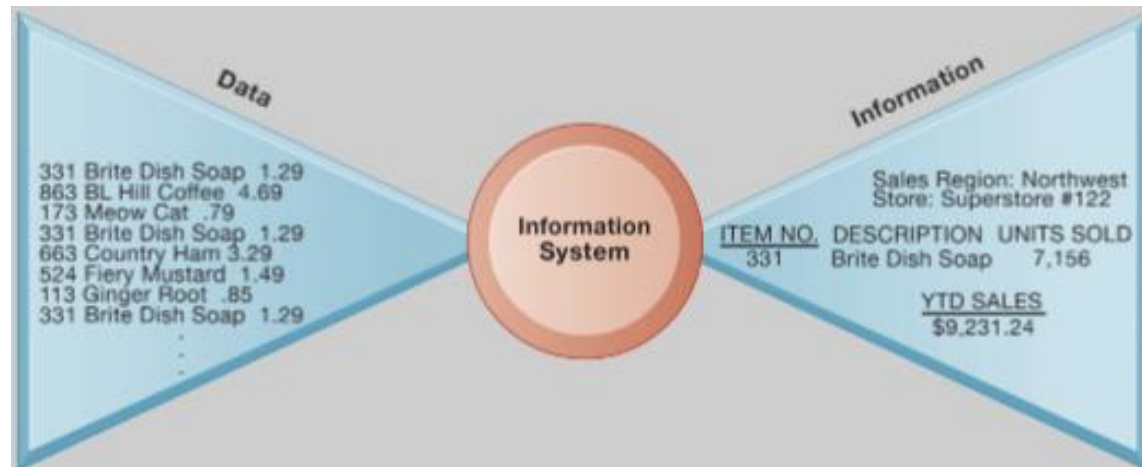
- 3.1** Define information systems and explain that complementary assets are essential for ensuring that the information system provides genuine value for organisations.
- 3.2** Define *communication and* explain the importance of effective business communication.
- 3.3** Explain what it means to communicate as a professional in a business context.
- 3.4** Describe the communication process model and explain how social media are changing the nature of business communication.
- 3.5** Outline the challenges and opportunities of mobile communication in business.

Learning Objectives (2 of 2)

- 3.6** Define *ethics*, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
- 3.7** Explain how cultural diversity affects business communication, and describe the steps you can take to communicate more effectively across cultural boundaries.
- 3.8** List four general guidelines for using communication technology effectively.
- 3.9** Identify six related skills that you will have the opportunity to develop as you work on your communication skills in this course.

What is an Information System

- A set of interrelated components that collect, process, store and distribute information to support decision making and control in an organisation.
- **Data:** raw facts representing events occurring in the organisation / the physical environment before they have been organised and arranged into a form that people can understand.
- **Information:** data that has been shaped into a form that is meaningful and useful to human beings.



How Essential Information System today?

IT Innovation

- Emergence of cloud computing
- Growth of a mobile digital platform (smartphone & tablet)
- Big data & IoT – business analytics, machine learning systems
- Help to create new products & services

New Business Models

- Online video services for streaming/ downloading
- Netflix, Apple TV Channels & Amazon

E-commerce Expansion

- E-commerce is changing how firm design, produce & deliver their products & services.

How Essential Information System today?

Management Changes

- Mobile smartphones, high-speed wireless Wi-Fi networks, tablet.
- Online, instant access to the important information they need for accurate and timely decisions.
- Wikis, blog

Changes in Firms & Organisations

- Employees taking on multiple roles & tasks & collaborating with others on a team.
- Emphasize higher speed & more accurate decision making – data & analysis.
- Aware changes in technology, consumer attitudes, & culture.
- Use media social – converse with customer

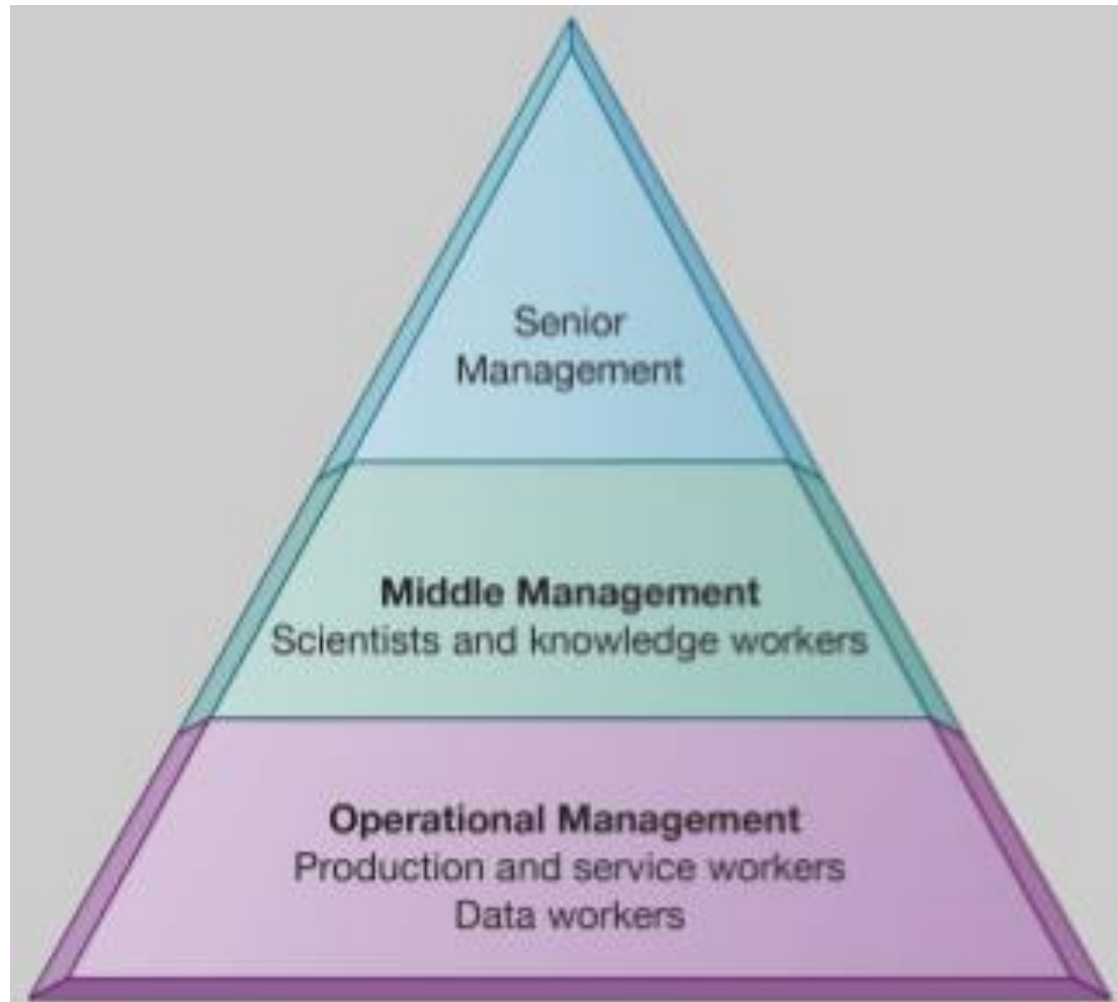
The Emerging Digital Firm

- **Digital Firm:** nearly all the organisation's significant business relationships with customers, suppliers and employees are digitally enabled and mediated.
- **Business process:** a set of logically related tasks and behaviours that organisations develop over time to produce specific business results, organised and coordinated.
- Example of a Business process
 - Develop a new product
 - Generate & fulfilled order
 - Create a marketing plan
 - Hiring an employee

The Emerging Digital Firm cont..

- Digital Firm:
 - Any piece of information required to support key business decisions is available at any time and anywhere in the firm.
 - Both time shifting and space shifting are the norm.
 - Time shifting – business being conducted 24/7
 - Space shifting – work takes place in a global workshop as well as within national boundaries.
 - Cisco Systems, 3M and GE – using the internet to drive every aspect of their business.

Levels in a firm



Managing the Digital Firm

. Digital firm requires :

1. **Digital Transformation:** Embracing technology to automate processes, enhance customer experiences, and enable remote work.
2. **Centralized platform :** Using tools like ERP, CRM and cloud collaboration suites to manage operations, data and workflow.
3. **Secure infrastructure :** Protecting both business and client data through cybersecurity measures, regular audits and endpoint protection.
4. **Agile adaptation :** Rapidly integrating new technologies and adapting business strategies to shifting digital trends.

Interacting Through Digital Technology

Computer hardware

- Physical equipment used for input, processing and output activities in IS.

Computer software

- Detailed, preprogrammed instructions that control and coordinate the computer hardware components in an IS.

Data management technology

- Consists of software for governing the organisation of data on physical storage media.

Networking and telecommunication technology

- Both physical devices and software link various pieces of hardware and transfer data from one physical location to another.

Network

- Links two / more computers to share data or resources, (printer).

Interacting through Digital Technologies

Modern teams interact via:

1. **Instant Messaging and Video Conferencing** : Platforms (eg: Microsoft Teams, Zoom) facilitate real-time collaboration and virtual meeting.
2. **Document sharing and Co-Editing** : Tools like Google Workspace and Microsoft 365 allow simultaneous access and editing, reducing email chains and versioning errors.
3. **Social collaboration tools** : Company wikis, forums, and intranets enhance knowledge sharing and organization learning.

Workplace communication and employment communication in the digital age

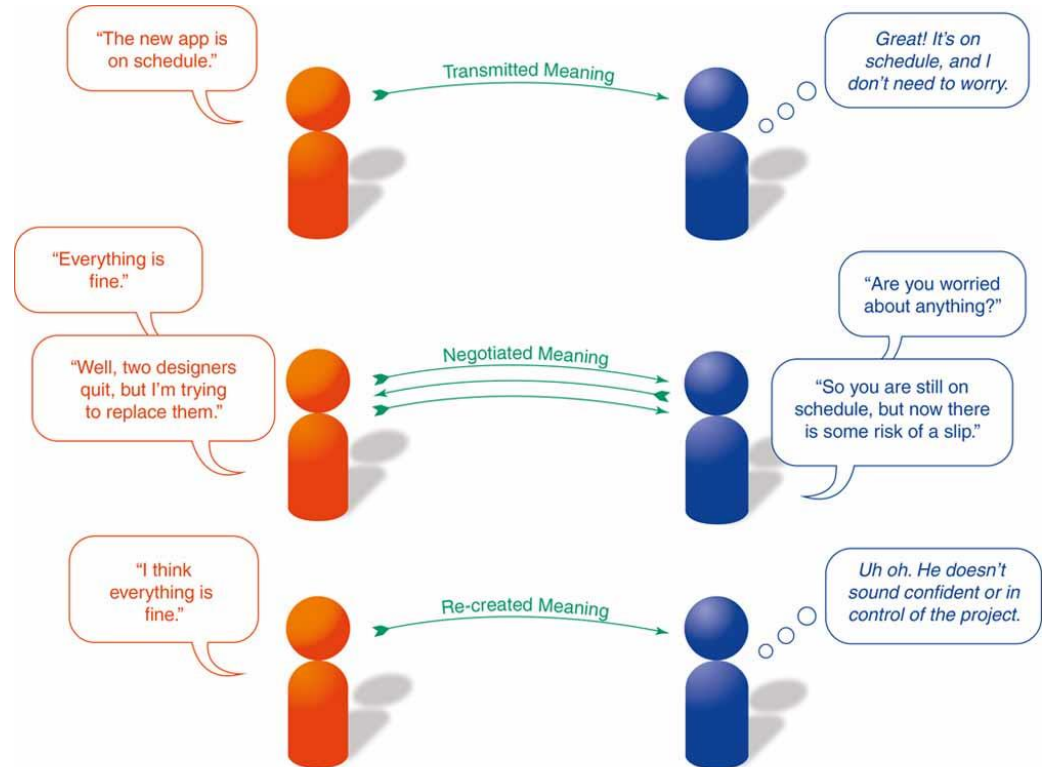
Communication Is important to Your Career

Improving your communication skills may be the single most important step you can take in your career.

You can have the greatest ideas in the world, but they're no good to your company or your career if you can't express them clearly and persuasively.

Top executives spend most of their workdays communicating, and businesspeople who can't communicate well don't stand much chance of reaching the top.

If you learn to write well, speak well, listen well, and recognize the appropriate way to communicate in any situation, you'll gain a major advantage that will serve you throughout your career.



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Communication Is Important (1 of 2)

To Your Company

- A Stronger Sense of Trust
- Closer Marketplace Ties
- Opportunities for Influence
- Better Productivity and Problem Solving
- Better Financial Returns and Results



Communication Is Important (2 of 2)

To Your Company

- Earlier Warning of Potential Problems
- Stronger, More Timely Decision Making
- Clear, Persuasive Marketing Messages
- Increased Employee Engagement



What Makes Business Communication Effective?

- Provide practical information
- Give facts, not vague impressions
- Deliver information concisely and efficiently
- Clarify expectations and responsibilities
- Offer compelling, persuasive arguments and recommendations

Communicating as a Professional

What Is Professionalism?

- Excellence
- Teamwork
- Ethical Behavior
- Dependability
- Etiquette
- Positive Attitude

PROFESSIONALISM

THE WAY PROFESSIONALS APPROACH their JOB &
HOW they COMMUNICATE w/ OTHERS

POSITIVE, ENTHUSIASTIC
ATTITUDE



WILLINGNESS to
LEARN NEW SKILLS

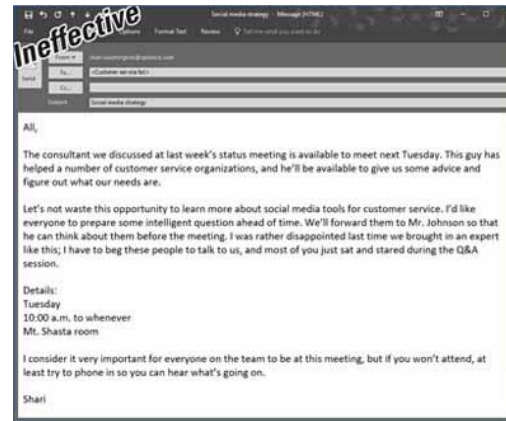


VOLUNTEERING to
HELP CO-WORKERS



Understanding What Employers Expect from You (1 of 2)

- Possessing **digital information fluency**
- Organizing ideas and information
- Expressing coherent, persuasive ideas
- Listening actively to others
- Communicating in diverse situations



- (a) The vague subject line fails to alert people to the upcoming meeting.
- (b) The greeting is cold and off-putting.
- (c) The opening paragraph fails to provide necessary background information for anyone who missed the meeting.
- (d) A negative, accusatory tone puts readers on the defensive, and the request for action fails to clarify who needs to do what by when.
- (e) The meeting information includes the day, but not the date, which could lead to confusion.
- (f) The wording here assumes that people who won't attend don't want to, which might not be true. The writer also fails to invite questions ahead of the meeting.
- (g) The lack of a closing (such as "Thank you,") contributes to the harsh, abrupt tone.
- (h) The writer fails to provide alternative contact information or invite questions about the meeting.

- (a) An informative subject line helps people grasp important details immediately.
- (b) The greeting is friendly without being too casual.
- (c) The opening paragraph fills in missing information so that everyone can grasp the importance of the message.
- (d) This upbeat paragraph emphasizes the positive value of the meeting, and the request provides enough information to enable readers to respond.
- (e) The date eliminates scheduling uncertainty.
- (f) The writer offers everyone a chance to participate, without making anyone feel guilty about not being able to attend in person. The closing paragraph invites questions ahead of time so they don't derail the meeting.
- (g) Like the greeting, the close has a warm and personal tone, without being too casual.
- (h) The email signature provides additional information and alternative contact options.



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Understanding What Employers Expect from You (2 of 2)

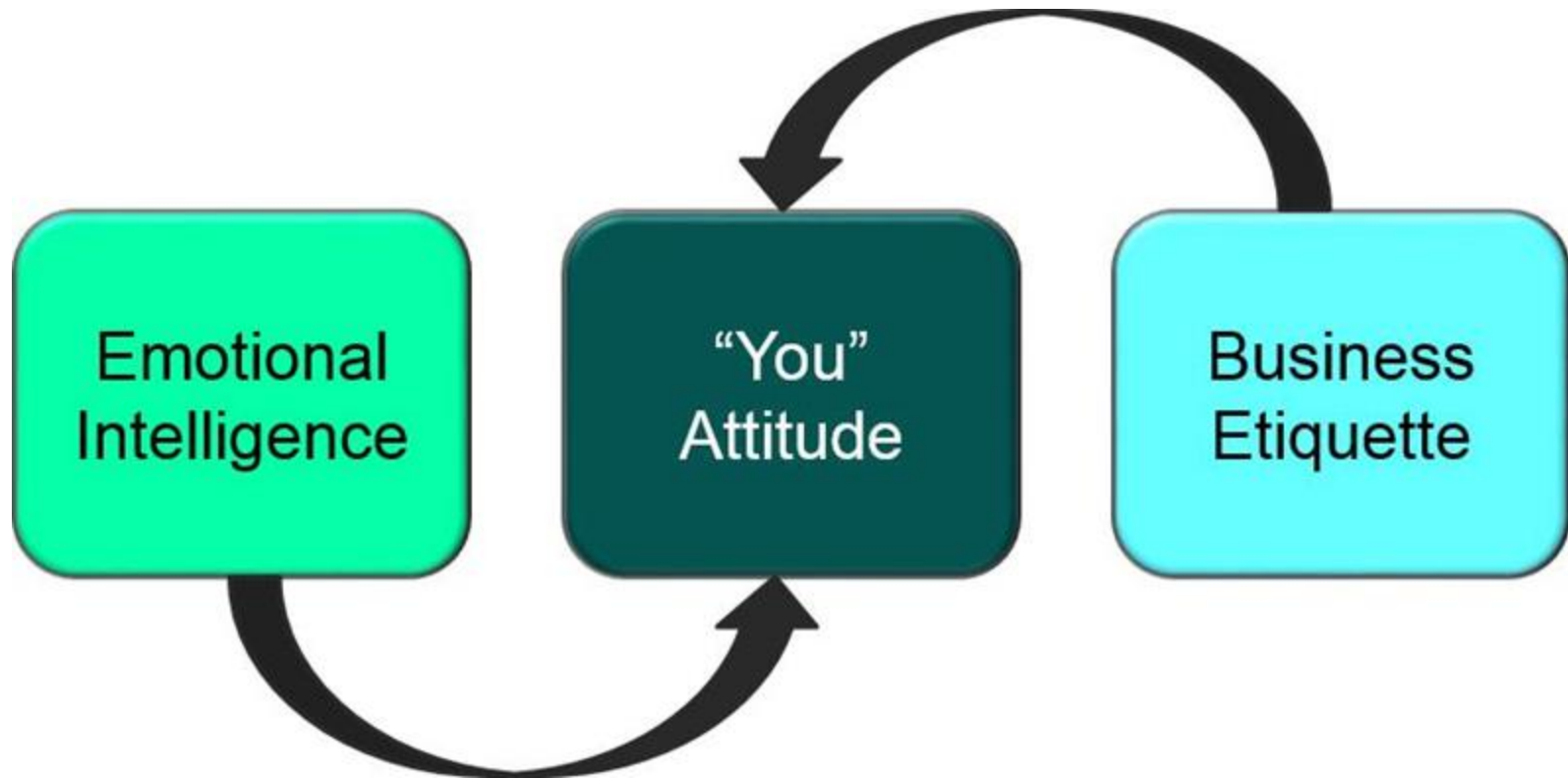
- Using communication technologies effectively
- Using standard grammar and spelling
- Communicating in a civilized manner
- Practicing ethical communication
- Managing time and resources
- Using critical thinking

Communicating in an Organizational Context



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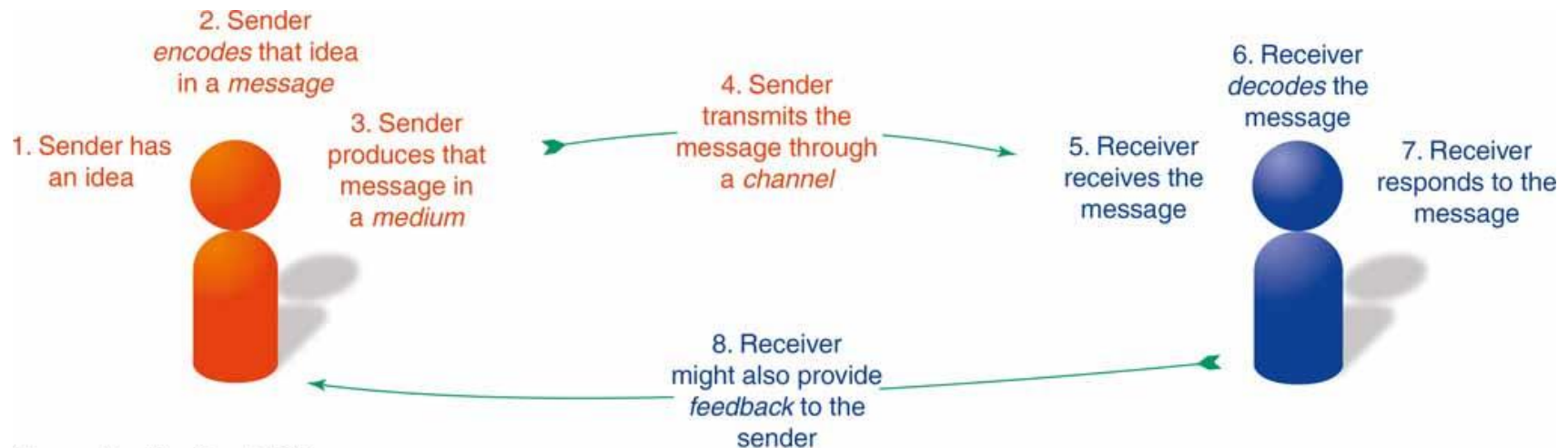
Adopting an Audience-Centered Approach



Exploring the Communication Process

The Basic Communication Model (1 of 2)

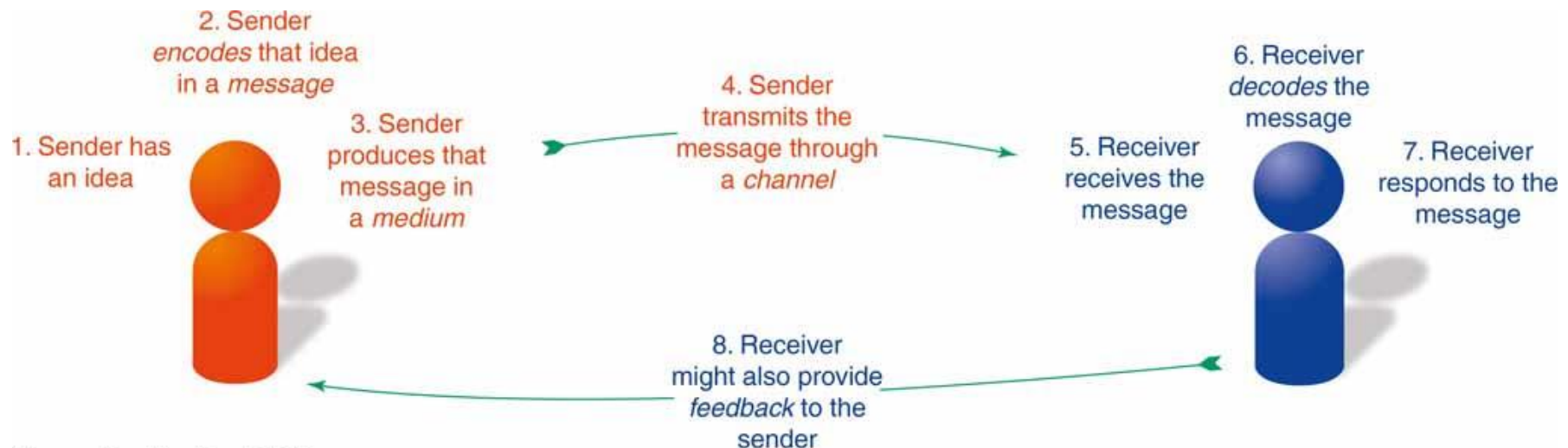
1. The Sender Has an Idea
2. Sender Encodes Idea as a Message
3. Sender Produces the Message
4. Sender Transmits the Message



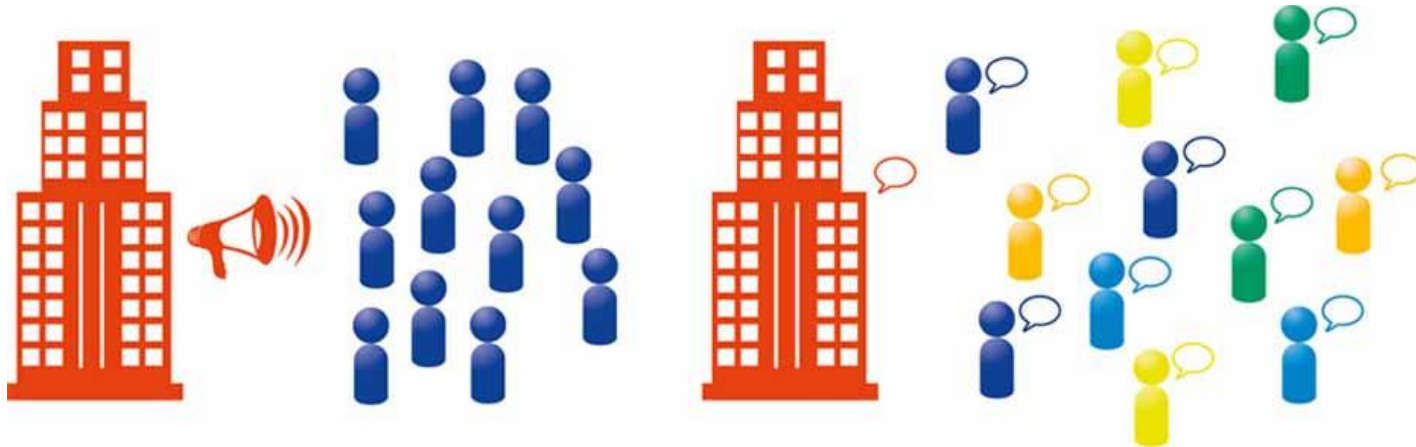
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The Basic Communication Model (2 of 2)

5. Audience Receives Sender's Message
6. Audience Decodes the Message
7. Audience Responds to the Message
8. Audience Gives Feedback to Sender



Social Communication Model



Conventional Promotion: “We Talk, You Listen”

Tendencies

Publication, broadcast
Lecture
Intrusion
Unidirectional
One to many; mass audience
Control
Low message frequency
Few channels
Information hoarding
Static
Hierarchical
Structured
Isolated
Planned
Resistive

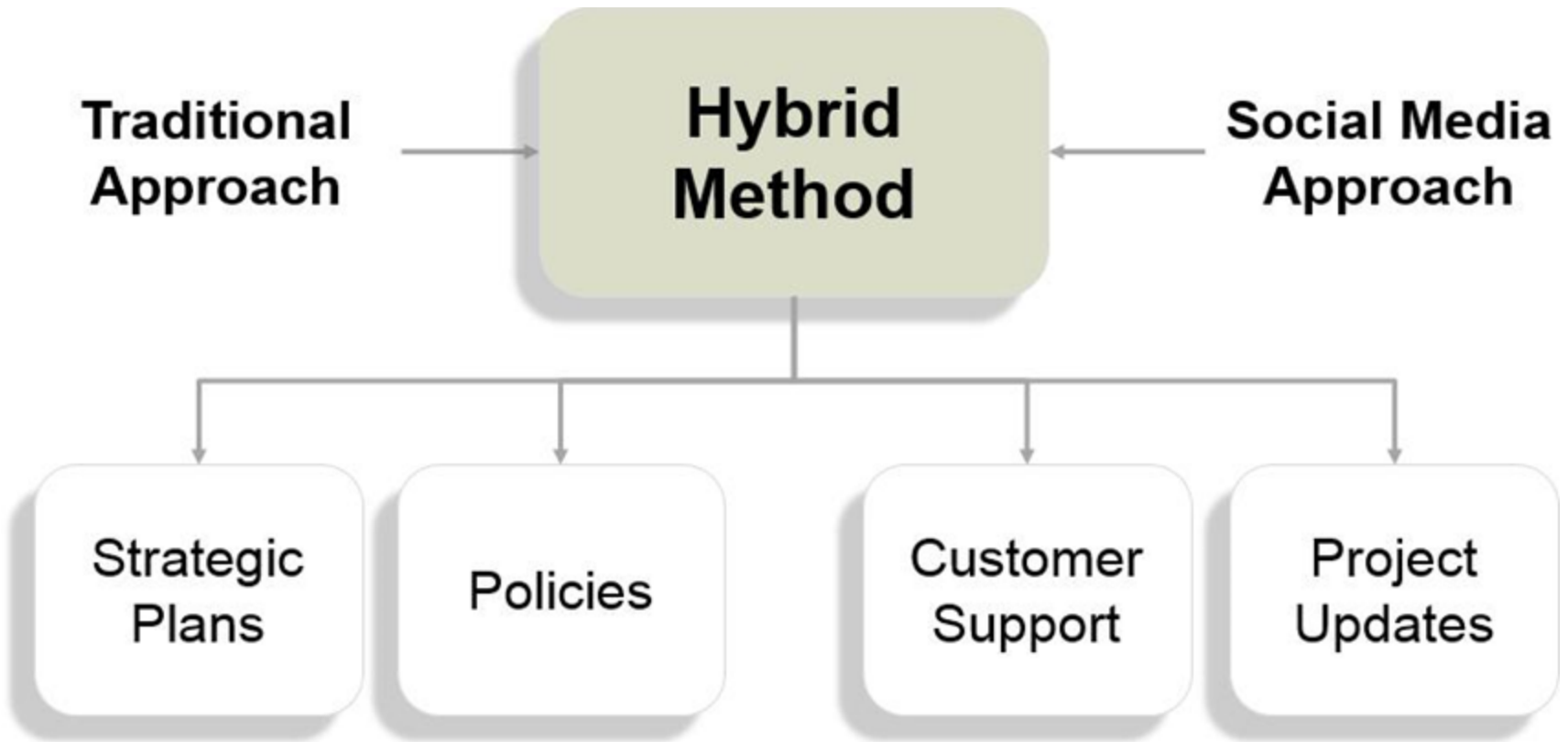
The Social Model: “Let’s Have a Conversation”

Tendencies

Conversion
Discussion
Permission
Bidirectional, multidirectional
One to one; many to many
Influence
High message frequency
Many channels
Information sharing
Dynamic
Egalitarian
Amorphous
Collaborative
Reactive
Responsive

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Social Communication Model (in Practice)



Workplace & Employment Communication in the Digital Age

Key components are :

- 1. Remote & Hybrid Work:** Communication blends synchronous (live meeting, calls) and asynchronous (emails, discussion boards) formats.
- 2. Employee engagement :** Digital platforms (surveys, feedback tools) capture employee sentiment and support well-being.
- 3. Onboarding & Training :** Use of e-learning platforms, recorded sessions and interactive guides for skill development.

Online Collaboration Tools: Collaborating through Digital Technologies

Tools and Technologies for Collaboration & Social Business

○ Email and Instant Messaging (IM)

- Text messaging has been a major communication and collaboration tool for interaction jobs.
- Their software operates on computers, mobile phones, tablets & other wireless devices – for sharing files as well as transmitting messages.
- Engage in real-time conversations with multiple participants simultaneously.

Tools and Technologies for Collaboration & Social Business

○ Wikis

- Type of website – user can contribute & edit text content and graphics without any knowledge of web development and programming techniques.
- Wikipedia
- Stored and shared corporate knowledge and insight.

Tools and Technologies for Collaboration & Social Business

○ Virtual Worlds

- Online 3D environments populated by “residents” who have built graphical representations of themselves (Avatars).
- Used - Meeting, interviews, guest speaker events and employee training.
- Real-world people represented by avatars meet, interact and exchange ideas at the virtual locations using gestures, chat conversations and voice communication.
- <https://youtu.be/cCF1Rezon7M>

Tools and Technologies for Collaboration & Social Business

○ Collaboration & Social Business Platforms

- Internet-based audio & video conferencing system, cloud collaboration services
 - Eg : Google's online services & tools
- Corporate collaboration systems.
 - Eg : Microsoft SharePoint, IBM Notes
- Enterprise social networking tools
 - Eg : Salesforce Chatter, Microsoft Yammer, Facebook workplace and IBM Connections.
- Virtual Meeting System
 - Microsoft Teams, Google Meet, Amazon Chime, Zoom

Tools and Technologies for Collaboration & Social Business

○ Collaboration & Social Business Platforms

○ Cloud Collaboration Services

- Eg: Google Drive – file storage & synchronisation service for cloud storage, file sharing and collaborative editing.

- Microsoft OneDrive & Dropbox

○ Microsoft SharePoint and IBM Notes

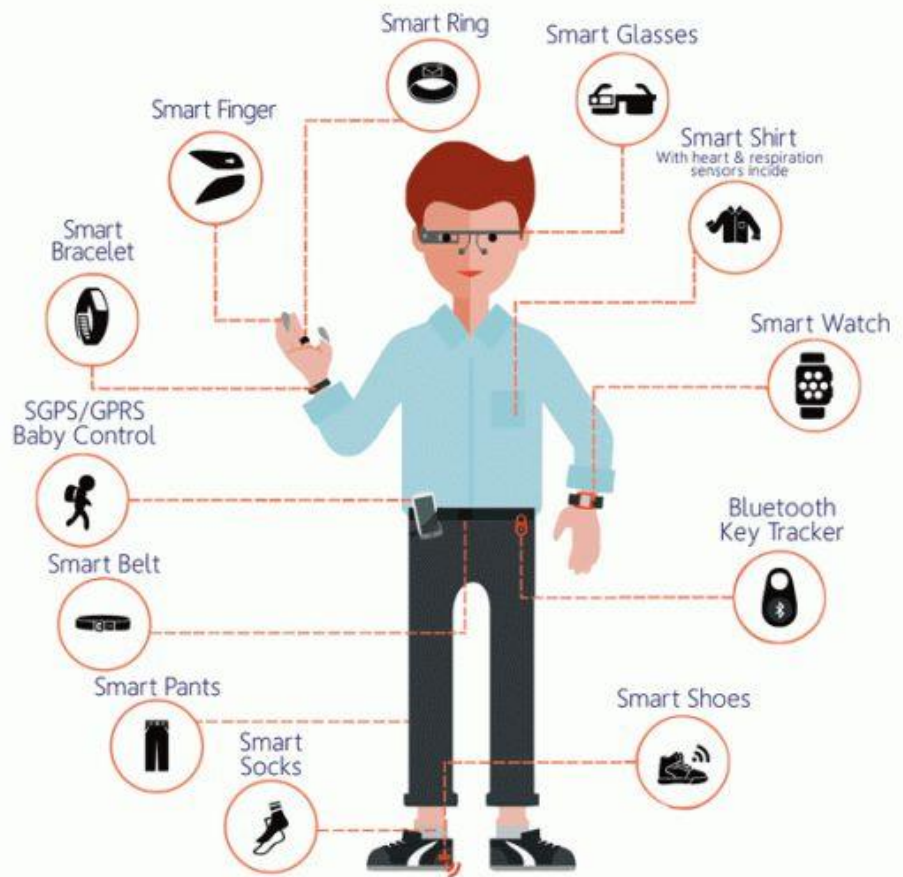
- MSP- It is a browser-based collaboration and document management platform, combined with a powerful search engine, that is installed on corporate servers.

- IBM Notes – a collaborative software system with capabilities for sharing calendar, email, messaging, collective writing & editing, shared database access & online meetings.

The Mobile Revolution

The Rise of Mobile as a Communication Platform

- Globally, about 80 percent of Internet users access the web with a mobile device
- Mobile is the primary communication tool for many business professionals
- About 50 percent of U.S. consumers use mobile devices exclusively to search online
- Smartphones keep people connected 24/7



Mobile Technologies Are Changing Business Communication

- Mobile-First Approach
- Radical Connectivity



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Mobile Technology and Business Communication Practices (1 of 2)

- Challenges of constant connectivity
- Challenges for creating/consuming content
- Multitasking and other distractions
- Pressures on standards of grammar and writing
- Sensory and cognitive extensions

Mobile Technology and Business Communication Practices (2 of 2)

- Security and privacy concerns
- Productivity and collaboration
- Assistance with business tasks
- Decision making and problem solving
- Engaging experiences for customers

Committing to Ethical Communication

Unethical Communication (1 of 2)

- Plagiarizing Ideas or Products
- Omitting Essential Information
- Selectively Misquoting



Unethical Communication (2 of 2)

- Misrepresenting Numbers
- Distorting Visual Displays
- Risking Privacy and Security
- Failing to Disclose Financially Beneficial Relationships

Distinguishing Ethical Lapses from Ethical Dilemmas

What's an Ethical Dilemma?

- Choosing among Conflicting Alternatives that aren't clear-cut.

What's an Ethical Lapse?

- Making a Choice That's Clearly Unethical

Making Ethical Choices

- Have you defined the situation fairly ?
- What is your intention in communicating?
- What impact will your message have?
- What good or harm will be achieved?
- Will your assumptions change?
- Are you comfortable with the decision?



NETIQUETTE: Digital Etiquette for Professional Interactions

- Netiquette: the form of etiquette applicable to communication via the Internet.
 - Network + Etiquette = Netiquette
 - Consists of a set of guidelines for acceptable conduct in cyberspace.
 - Refers to the code of polite and respectful behavior for online communications—whether in emails, chats, forums, or collaborative platforms.
 - Descriptive – what the majority of people around us do.
 - Observing that everyone around you uses a Zoom background, and that this seems to be the norm in your organization.
 - Injunctive – relates to the behaviour that is expected of us, that should be done in a given situation.
 - Everyone is turning their camera on in a Zoom meeting and expecting you to do the same.

Acquiring & Managing Netiquette

- . 1. Individual-level learning
 - People reported basing their behaviours on observations of superiors or successful others.
- . 2. Group-level learning
 - Process of group-level adaptation.
 - Processes of group-level learning have emerged as being driven by path dependency and group experiences.
- . 3. Adapting to pressures & expectations
- . 4. Learning to manage impressions
 - Participants thus described a sense of perfectionism both about the form and the content of their communication or actions in digital contexts. They likened mistakes in this regard to losing face.
- . 5. Implicit adaptation

Netiquette: Professional digital behaviour

1. Respect & Professionalism :

- Use courteous language, avoid sarcasm/misinterpretations, and welcome varied perspectives.
- Address colleagues formally unless a casual tone is established.

2. Timeliness :

- Promptly respond to messages or requests, respecting others' work hours and boundaries.

3. Clarity :

- Write concise, clear messages, get to the point, avoid jargon where possible.
- Use proper grammar and punctuation for readability and to convey professionalism.

Netiquette: Professional digital behaviour

4. Privacy & Confidentiality :

- Do not forward or share message without permission.
- Be cautious with sensitive information, use secure channels and avoid discussing confidential matters in public forums.

5. Inclusivity & Sensitivity :

- Be mindful of cultural differences, time zones and varied abilities.
- Refrain from using slang/idioms that others might not understand.

6. Constructive feedback :

- Provide criticism privately and politely, focusing on improvement rather than blame.
- Use positive language and express appreciation for effort.

Netiquette in Specific Workplace Scenarios

Situation	Good Netiquette Example	Poor Netiquette Example
Email	Use clear subject lines; address recipient by name; sign off	ALL CAPS or no greeting
Messaging (Chat/IM)	Keep messages brief; avoid spamming; use emojis sparingly	Abrupt, unspecific requests
Video/Audio Meetings	Mute mic when not speaking; use video when appropriate	Interrupting others
Document Collaboration	Use comments, suggest “track changes”; thank contributors	Deleting others’ work
Social Media/Forums	Stay on-topic; avoid polarizing debates on work channels	Sharing memes/NSFW content

Best practices for Digital Etiquette

- Double-check recipients before sending any message.
- Re-read your message for tone and clarity before hitting send.
- Use “reply all” only when necessary – avoid mailbox clutter.
- Cite sources or give credit when sharing information or ideas.
- Recognize that digital communication lacks nonverbal cues – so clarity and politeness are especially important.
- Be patient – avoid demanding immediate responses.

Communicating in a World of Diversity

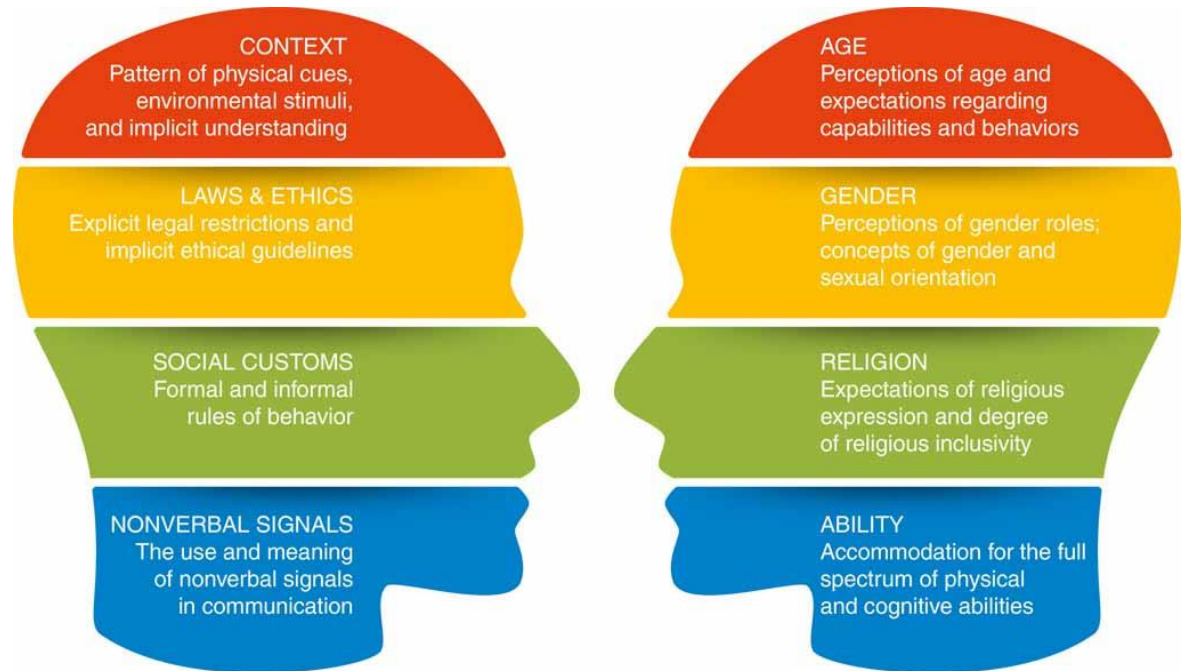
Managing roles and responsibilities in Group Digital Work & Virtual Team

. Best practices:

- 1. Role clarity:** Use project management tools (Trello, Asana) to assign tasks, monitor progress and define accountability.
- 2. Transparent communication:** Regular check-ins and status updates keep everyone aligned.
- 3. Shared leadership:** Distributed teams often operate with rotating roles, empowering different members to lead based on expertise.

Advantages of a Diverse Workforce

- Obtaining More Views and Ideas
- Understanding Diverse Markets
- Accessing a Wider Pool of Talent



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Challenges of a Diverse Workforce

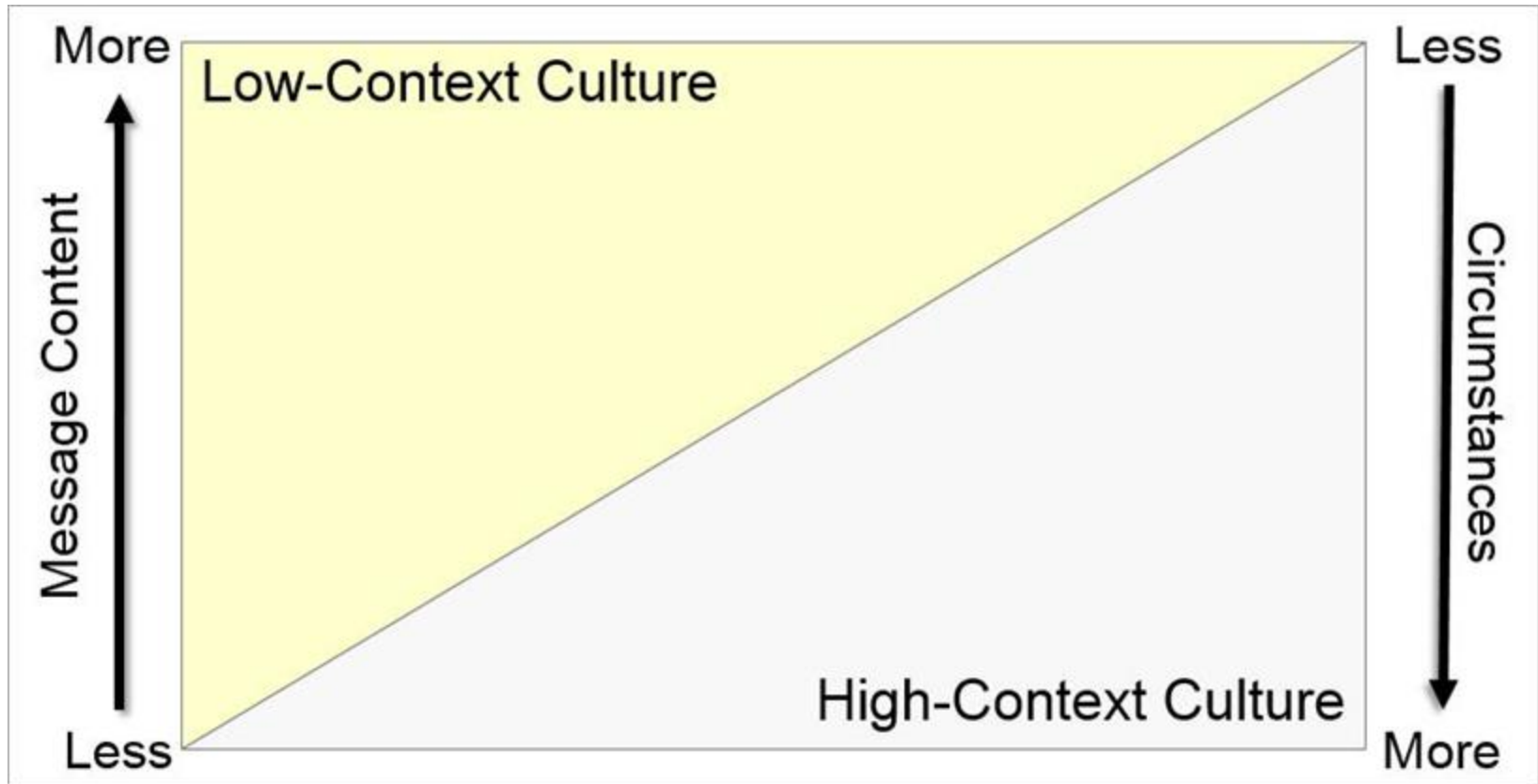
- Understanding the Effects of Culture
- Developing Cultural Competency



Key Aspects of Cultural Diversity

- Cultural Context
- Legal and Ethical
- Social Customs
- Nonverbal Signals
- Age Differences
- Gender Differences
- Religious Differences
- Ability Differences

Cultural Context



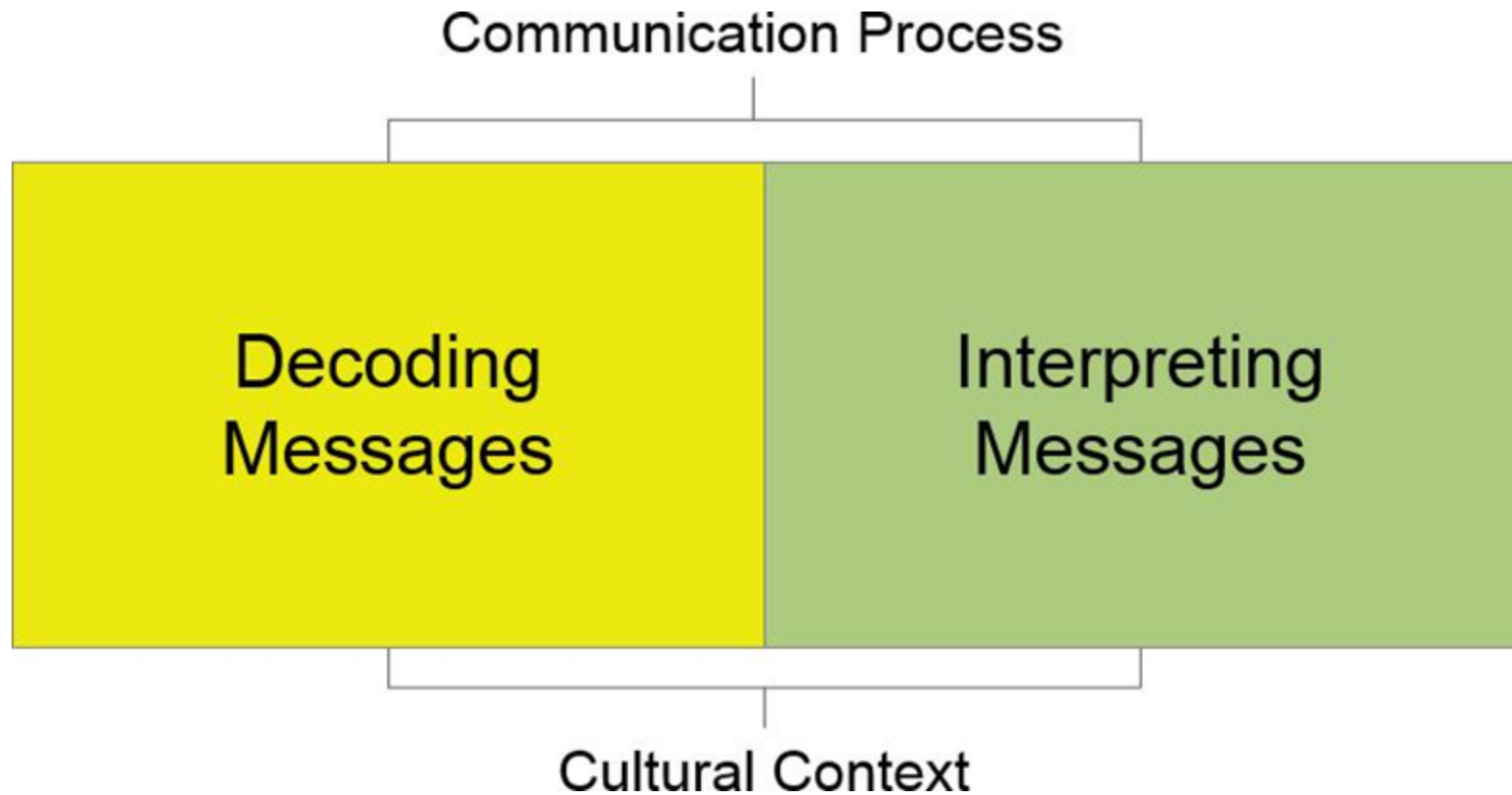
Legal and Ethical Differences

- Seek Mutual Ground
- Withhold Judgment
- Send Honest Messages
- Respect Cultural Differences

Social Customs



Nonverbal Communication



Age Differences

- Cultures that Value Youth
- Cultures that Value Seniority
- Cultures with Multiple Generations Shaped by World Events

Gender Differences

- Perception of Men and Women
- Percentage of Management Roles
- Different Communication Styles
- Outdated Concepts of Gender and Sexual Orientation

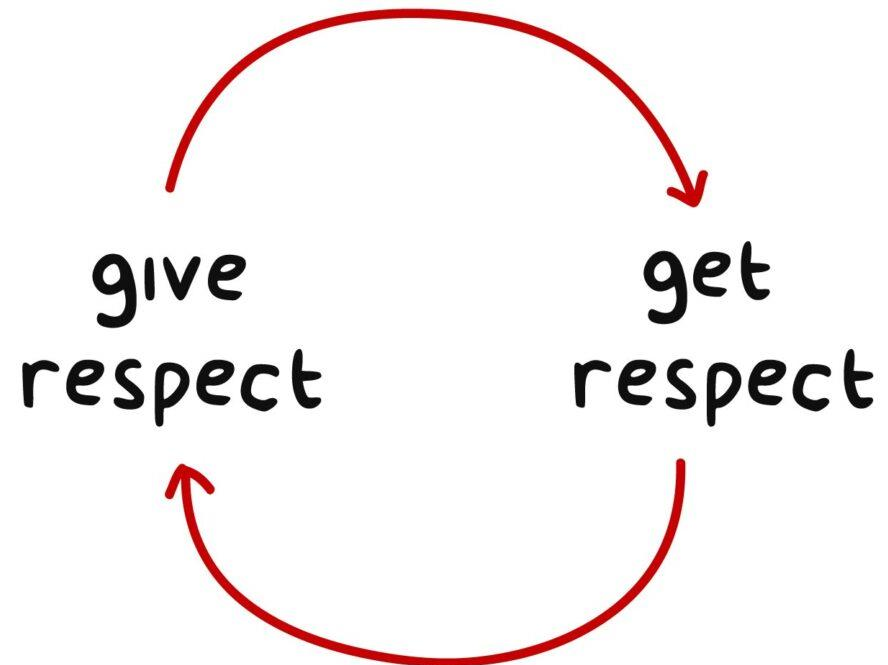
Religious Differences

- Personal Beliefs
- Workplace Issues



Ability Differences

- Respect for Individuals
- Sensitivity to Differences
- Use of Assistive Technologies



Advice for Improving Intercultural Communication (1 of 2)

- Avoid ethnocentrism
- Avoid stereotyping individuals
- Don't assume others are like you
- Accept differences; don't be judgmental
- Communicate respect in other cultures

Advice for Improving Intercultural Communication (2 of 2)

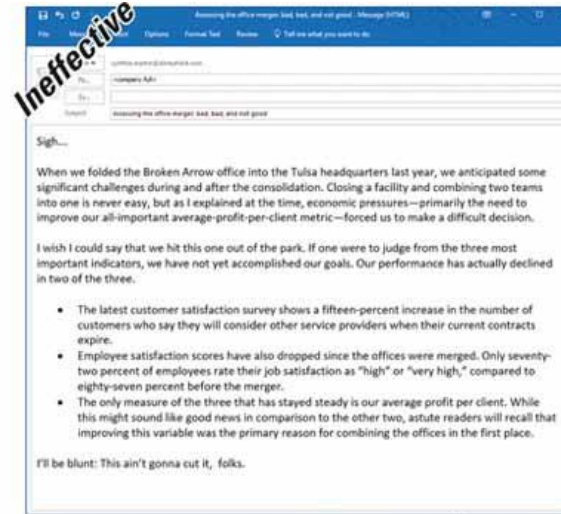
- Tolerate ambiguity and control frustration
- Look beyond superficial factors
- Recognize your own cultural biases
- Be flexible and prepared to change
- Observe and learn about other cultures

Writing for Multilingual Audiences

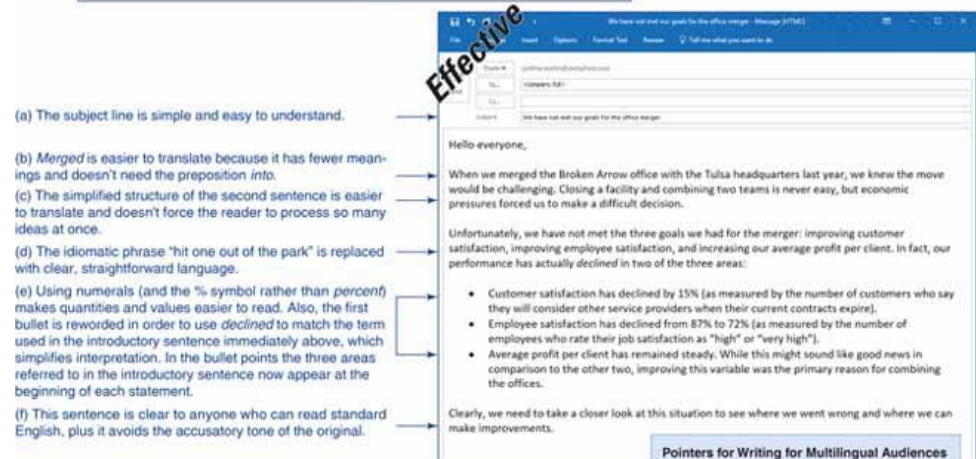
- Use Plain Language
- Use Clear Examples
- Avoid Slang & Jargon
- Use Short Paragraphs
- Use Precise Words
- Cite Numbers Carefully
- Be Brief
- Use Transitions

Speaking with Multilingual Audiences (1 of 2)

- Speak clearly and simply
- Look for feedback
- Rephrase as needed
- Clarify your meaning with examples
- Don't "talk down" to others



- (a) The subject line tries to be clever regarding the three factors discussed in the message, but the message is not clear.
- (b) *Folded* is an example of an English word with multiple meanings, which complicate translation and can lead to confusion.
- (c) The second sentence is complicated and forces readers to follow multiple ideas at once, making it difficult to translate.
- (d) The idiomatic phrase "hit one out of the park" might not make sense to readers who aren't familiar with baseball.
- (e) Spelling out numbers instead of using numerals creates more work for readers. Also, the three indicators referred to in paragraph above are buried in various places in the bullet points, making it harder for readers to find the key ideas.
- (f) Nonstandard language ("ain't" and "gonna") and the idiomatic phrase "cut it" may confuse some readers.



- (a) The subject line is simple and easy to understand.
- (b) *Merged* is easier to translate because it has fewer meanings and doesn't need the preposition *into*.
- (c) The simplified structure of the second sentence is easier to translate and doesn't force the reader to process so many ideas at once.
- (d) The idiomatic phrase "hit one out of the park" is replaced with clear, straightforward language.
- (e) Using numerals (and the % symbol rather than *percent*) makes quantities and values easier to read. Also, the first bullet is reworded in order to use *declined* to match the term used in the introductory sentence immediately above, which simplifies interpretation. In the bullet points the three areas referred to in the introductory sentence now appear at the beginning of each statement.
- (f) This sentence is clear to anyone who can read standard English, plus it avoids the accusatory tone of the original.

- Pointers for Writing for Multilingual Audiences**
- Use plain language.
 - Be clear.
 - Cite numbers carefully.
 - Avoid slang and be careful with technical jargon and abbreviations.
 - Be brief.
 - Use short paragraphs.
 - Use transitions generously.

Speaking with Multilingual Audiences (2 of 2)

- Learn common greetings and key phrases
- Listen with care and respect
- Adapt your style to the other person
- Check for comprehension often
- Clarify what will happen next

Using Technology to Improve Business Communication

Keeping Technology in Perspective

What Technology Can Do

- Help You Accomplish Essential Tasks
- Support Interpersonal Communication

What Technology Cannot Do

- Replace Interpersonal Communication
- Think for You or Supply Essential Skills

Using Tools Productively

- Using Technologies Effectively
- Using Technologies Efficiently
- Learning Advanced Features

Guarding Against Information Overload

Message Recipients

- Set Filters and Priorities
- Limit RSS and Twitter Feeds

Message Senders

- Consider the Audience
- Meet Audience Needs

Reconnecting with People Frequently

- Solve Tough Problems
- Maintain Interpersonal Relationships
- Learn about Other People
- Let People Get to Know Who You Are

Online collaboration tools: Collaborating through Digital technologies

. Popular tools include:

1. **Project Management** : Asana, Trello, Jira for tracking activities and deadlines.
2. **Communication** : Slack, Zoom, Google chat for instant messaging and virtual meetings.
3. **Document collaboration** : Google Docs, OneDrive, Dropbox for real-time editing and cloud storage.
4. **Whiteboarding** : Miro, Microsoft Whiteboard for brainstorming and visual collaboration.

Managing Digital Identity: Protecting personal and team data in a collaborative environment

Digital Identity

- Definition: Identification data of a person that is stored and transmitted in digital form.
- Collection of personal data and information that is associated with an individual's online presence (their digital persona, online behaviour and digital footprints).
- The three main functions digital should encompass can be defined as:
 - Identification
 - Authentication
 - Authorization
- Advantages – enable citizens to access a range of government services online (renew passport, pay taxes and apply for permits).
- Disadvantages – concern data protection issues.

Managing Team Data in Collaborative Tools

- **Use Role-Based Access Control (RBAC)**
 - Only grant data access based on user roles and responsibilities.
- **Centralised shared resources**
 - Used secure platform (Google Drive, SharePoint) with access logs and encryption.
- **Train team members**
 - Provide digital safety and privacy awareness training.
- **Set usage policies**
 - Create guidelines for naming files, sharing documents and commenting professionally.
- **Audit regularly**
 - Review shared files and access logs to prevent data leaks or mismanagement

Managing Team Data in Collaborative Tools

- **Strong Authentication**
 - Use multi-factor authentication and unique credentials for all team accounts.
- **information Sharing Policies**
 - Define what data can be shared internally and externally, and use encrypted channels for sensitive information.
- **Digital Footprint Awareness**
 - Be conscious of what is posted or shared online – malicious actors often harvest publicly available info.

The End