Chapter 1

Establishing a Framework for Business Communication
Purposes of Group Communication

- **Achievement or task purpose**
  - To serve on a decision-making or problem-solving group
  - To get the job done

- **Maintenance or social purpose**
  - To assist in the betterment of individual members from a behavioral point of view
  - To develop group morale
What communication skill will be most important in your chosen field?

<table>
<thead>
<tr>
<th>1. Writing Letters and Emails</th>
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</thead>
<tbody>
<tr>
<td>2. Writing Reports</td>
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<tr>
<td>3. Writing Speeches</td>
</tr>
<tr>
<td>4. Writing Manuals and Training Materials</td>
</tr>
</tbody>
</table>
Communication Process Model

**FIGURE 1-1**

The Communication Process Model

Sender:
- Encodes Message
- Selects Channel & Transmits Message

Interferences:
- Decodes Message

Receiver:
- Encodes Message
- Selects Channel & Transmits Message
Communication Channels

**FIGURE 1-2**

Channels of Communication

**TWO-WAY, FACE-TO-FACE**

**Examples:** Informal conversations, interviews, oral presentations, speeches, and videoconferences

**Advantages:** Instant feedback, nonverbal signals, personal connection

**Special considerations:** Usually appropriate for conveying sensitive or unpleasant news

**TWO-WAY, NOT FACE-TO-FACE**

**Examples:** Telephone conversations, text messages, online chats

**Advantages:** Instant feedback, real-time connection

**Special considerations:** Lacks nonverbal elements, so verbal message must be especially clear

**ONE-WAY, NOT FACE-TO-FACE**

**Examples:** Letters, memos, reports, and electronic communications including email, fax, voice mail, and web page information

**Advantages:** Message considered more permanent and official

**Special considerations:** Lacks both nonverbal elements and instant feedback, so possible confusion must be anticipated and prevented
Selecting An Appropriate Communication Channel

**One-way** (email, letter, or facsimile)
- Request information needed to provide services to client

**Two-way, not face-to-face** (telephone); face-to-face is ideal
- Tell customer order cannot be delivered on date specified in contract

**Two-way or one way, not face-to-face**
- Inform sales staff of special sales incentive
Flow of Information Within an Organization

UPWARD COMMUNICATION
- Progress reports (spoken and written)

DOWNWARD COMMUNICATION
- Policies and procedures
- Organizational goals and strategies
- Work assignments
- Employee development
- Job role/responsibility
- Performance appraisal
- Constructive criticism
- Deserved praise and recognition

HORIZONTAL OR LATERAL COMMUNICATION
- Coordination of interrelated activities
- Problem-solving efforts

UPWARD COMMUNICATION
- Ideas/suggestions
- Feelings/attitudes
Communication Systems

Formal system
- Reflects rules and procedures
- Created by management to control individual and group behavior

Informal system
- Emerges as people interact within a formal system to create a satisfying environment
Dispelling Myths about the Grapevine

- Grapevine is **no more** or **less** accurate than other communication channels
- Message distribution is **networked** rather than linear in nature
Levels of Communication

**INTRAPERSONAL**
- Communication within oneself
- Not considered by some to be true communication as it does not involve a separate sender and receiver

**Examples:** Individual reminding himself of tasks to complete or daily schedule

**INTERPERSONAL**
- Communication between two people
- Goals are to (1) accomplish the task confronting them (task goal), and (2) feel better about themselves and each other because of their interaction (maintenance goal)

**Examples:** Supervisor and subordinate, two coworkers

**GROUP**
- Communication among more than two people
- Goal of achieving greater output than individual efforts could produce

**Examples:** Committee or college class

*Continued*
Levels of Communication (cont.)

**ORGANIZATIONAL**
- Groups combined in such a way that large tasks may be accomplished
- Goal of providing adequate structure for groups to achieve their purposes

*Examples:* Company or organization

**PUBLIC**
- The organization reaching out to its public to achieve its goals
- Goal of reaching many with the same message

*Examples:* Media advertisement, website communication
Strategic Forces Influencing Business Communication

**Legal and Ethical Constraints**
- International Laws
- Domestic Laws
- Code of Ethics
- Stakeholder Interests
- Ethical Frameworks
- Personal Values

**Diversity Challenges**
- Cultural Differences
- Language Barriers
- Gender Issues
- Education Levels
- Age Factors
- Nonverbal Differences

**Business Communication**

**Changing Technology**
- Accuracy and Security Issues
- Telecommunications
- Software Applications
- “High-touch” Issues
- Telecommuting
- Databases

**Team Environment**
- Trust
- Team Roles
- Shared Goals and Expectations
- Synergy
- Group Reward
- Distributed Leadership
Your Turn

Would you consider falsifying information on your résumé if you thought additions would help you get an interview or the job?

1. Yes
2. No
Diversity Challenges

- International
- Intercultural
- Intergenerational
- Gender
Changing U.S. Workforce Age Demographics

Source: National Council on Aging

Bus 28, Fall 2012, David Sherwood
# Global Marketing Requires Careful Communication

<table>
<thead>
<tr>
<th>Company</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Motors</td>
<td>• General Motors introduces the Chevy Nova to Mexico</td>
</tr>
<tr>
<td>McDonald’s &amp; Coca-Cola</td>
<td>• Placed the flags of the 24 nations participating in the World Cup on packaging; Saudi Arabia’s flag contains sacred words from the <em>Koran</em>.</td>
</tr>
<tr>
<td>Walmart</td>
<td>• Kept English labels on products in the Mexico City Store. Mexican customers prefer the status-symbol of “American” packaging</td>
</tr>
</tbody>
</table>

Bus 28, Fall 2012, David Sherwood
Instant messaging . . .

can be an effective business tool, IF . . .
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BTN/5</td>
<td>Be there in five (minutes); be right there</td>
</tr>
<tr>
<td>BTW</td>
<td>By the way</td>
</tr>
<tr>
<td>OMG</td>
<td>Oh My God</td>
</tr>
<tr>
<td>JW or j/w</td>
<td>Just wondering</td>
</tr>
<tr>
<td>NP or n/p</td>
<td>No problem</td>
</tr>
<tr>
<td>OTP</td>
<td>On the phone</td>
</tr>
<tr>
<td>OTR</td>
<td>On the road</td>
</tr>
<tr>
<td>WTF</td>
<td>What The ....</td>
</tr>
<tr>
<td>SB</td>
<td>Stand by (as in “just a minute”)</td>
</tr>
<tr>
<td>TTYL</td>
<td>Talk to you later</td>
</tr>
</tbody>
</table>
Legal and Ethical Implications of Written Communications

Information Ownership

Information Access

Threats to Privacy
# Choosing an Appropriate Channel

<table>
<thead>
<tr>
<th>Situation</th>
<th>Channel</th>
</tr>
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<tbody>
<tr>
<td>a  Face to face meeting</td>
<td>Seeking advice from peer regarding challenging task</td>
</tr>
<tr>
<td>b  Email and/or web</td>
<td>Notifying employees of dates and registration procedures for annual sales meeting</td>
</tr>
<tr>
<td>c  Face-to-face meeting</td>
<td>Informing employees a decline in product demand will require two-week plant shutdown</td>
</tr>
<tr>
<td>d  Mail</td>
<td>Responding to court subpoena, medical clinic must submit electronic copies of client’s personal/medical records to lawyer’s office in adjacent state</td>
</tr>
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</table>

*Continued*
Choosing an Appropriate Channel

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<tr>
<td>e Phone</td>
<td>Alerting customer that unexpected failure of production equipment will delay delivery of order</td>
</tr>
<tr>
<td>f Email</td>
<td>Exchanging workbook data files among employees collaborating on annual budget</td>
</tr>
</tbody>
</table>
In Class Assignment

- Summarize a recent, challenging conversation you've had with a manager.
  - Write down your notes
  - Make sure to include some background on the situation
  - What made the situation challenging?
  - How did it get resolved?
  - Class Feedback
Homework Email

- Write an email to the person you had the challenging conversation with and make suggestions for ways to improve the situation in the future.
- Email: bus28ElCamino@gmail.com
- DUE: By the start of the next scheduled session