



BUSINESS COMMUNICATION

A Handbook for Business Students

**ABA BREW-HAMMOND
MICHAEL BRIGANDI
DUKE PEPPRAH MENSAH**

BUSINESS COMMUNICATION

Copyright © 2013 by Hasford Publishers Ltd.

All rights reserved. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or any information storage or retrieval system, without prior permission in writing from the publisher.

ISBN: 978-9988-1-7822-2

For further enquiries, contact:

Hasford Publishers Ltd.

16 Ridge Road, KNUST-Kumasi

Tel: 0208 168 663; 0247 082 049

Email: abahammond57@yahoo.co.uk

Design:

Artwork, 0273000737



CONTENTS

About this book	vi
Unit 1 – What is Business Communication?	1
• Unit Objectives	1
• The Business Milieu in Ghana	2
• Why Business Communication?	3
• Self-Assessment Questions	5
Unit 2 – Verbal & Non-Verbal Channels of Communication	6
• Unit Objectives	6
• Verbal Communication	7
• Non-Verbal Communication	7
• Talents and Skills	8
• Moods and Tones of Communication	12
• Self-Assessment Questions	13
Unit 3 – Verbal Oral Communication	14
• Unit Objectives	14
• Informal Oral Communication (Conversational Style)	15
• Grapevine	16
• Formal Verbal Oral Communication	17
• Oral Communication – Meaning	18
• Preparation (The Speaker)	18
• Preparation/Organization (The Host)	21
• Delivery Skills	23
• Making Your Presentation Effective	26
• Advantages of Oral Communication	28

• Disadvantages/Limitations of Oral Communication	29
Unit 4 – Channels of Verbal Oral Communication	31
• Unit Objectives	31
• Introduction of Personalities, Chairperson's Remarks, Vote of Thanks	32
• Proposal of Toast, Telephone Conversations, Interviews	33
• Talks, Speeches	36
Unit 5 – Channels of Verbal Oral Communication(Cont'd)	37
• Lectures, Symposium/Colloquium	37
• Conferences, Seminars, Workshops	38
• Meetings	39
• Business Plan/Proposal	42
• Self-Assessment Questions	43
Unit 6 – Verbal Written Communication	45
• Unit Objectives	45
• Advantages of Written Communication	46
• Disadvantages of Written Communication	47
• Making Written Communications Effective	47
Unit 7 – Channels of Written Communications	51
• Mission Statement	51
• Vision Statement	52
• Motto	53
• Slogan	54
• Jingle	55
• Memoranda	56
• Notices	57
• Letters	59
• Advertisements	61
• Report	63
• Recommendation	66
• Citation/Tribute	67
• Curriculum Vitae (CV)/Resume	68

Unit 8 – Non-Verbal Communication	73
• Unit Objectives	73
• Definition	74
• Examples of Non-Verbal Communication	75
Unit 9 – Culture and Non-Verbal Communication	81
• Interpreting Non-Verbal Elements: Neurophysiologic Aspects	82
• The Role of Emotional Intelligence	82
• Materials and Symbols	83
• Communicating With People With Disabilities	84
Unit 10 – Ethics and Professionalism	86
• Unit Objectives	86
• Codes of Ethics	87
• Trade Secrets	89
• Laws and Legislation	89
• Types of Ethics	90
Bibliography & Further Reading	92

ABOUT THIS BOOK

This book is designed to assist you learn the basic tenets in business communication. It is especially intended for business students at the foundation stage of their programme, although other students will also find it quite useful. Its goal is to inculcate in students the fundamentals of everyday business communication principles in order to arm them with the right communications skills to effectively function in the business environment.

The importance of communication in business is universally acknowledged. Effective communication can give you or your organisation a strategic advantage in your dealings with clients, customers, employees, co-workers, associates and other stakeholders. Your inability to effectively articulate the benefits of your product or service to the increasingly-sophisticated consumer can adversely affect your bottom line. A basic knowledge in business communications can make a huge difference in your profession or career.

This book provides:

- Simple explanations and definitions of the basic rules, terms and principles of business communication.
- Everyday, all-round examples that further enhance your understanding of the topics.
- Self-assessment exercises to test your understanding of the topics.
- A list of books for further reading to aid in your research and deeper probing into the topics.

The book has been divided into ten units, with each unit dealing with some aspects of the general business communications syllabus. The reader is advised to access the units in the order they appear as each is built on the previous one.

UNIT 1



WHAT IS BUSINESS COMMUNICATION?

- Definitions and Terms
- Localising 'Business' in Ghana
- Why Communication in Business?

Unit Objectives:

By the end of this unit, you should be able to:

- Define in your own words (in brief) communication and business.
- List some forms of 'Business' in Ghana.
- Identify and discuss the importance of communication to a business entity.

WHAT IS BUSINESS COMMUNICATION?

Communication is simply the sending and receiving of information between two parties. There are synonyms to denote the terms 'sending' and 'receiving'. The following may be used in the definition of communication:

- Transfer, Transmission, Passing on, Relaying
- Channel, Medium, Information, Message
- Encoder, Decoder, Sender, Receiver, etc.

Communication is both a talent and a skill.

Business may be defined as an endeavour, an exercise, an undertaking involving the use of skills and talents and resources to generate an income and (hopefully) profit.

Business Communication, then, may be defined as “the sending and receiving of information in the most effective way via the most appropriate medium or channel for the most successful execution of an action to generate income in a Business milieu.”

The Business Milieu in Ghana

Unfortunately, 'Business' in Ghana has for a long time been associated with just buying and selling with its extended versions of imports, a little exports, and selling of the imports. Other areas, though, in the Business Milieu in Ghana may include:

- **Manufacturing:** E.g. Soap making, Clothing and Textiles, Beverages, Printing Presses.

- **Construction:** E.g. Roads, Rails, Houses
- **Hospitality and Services:** E.g. Tour operators, Hoteliers, Chop Bar operators, Fast food operators, Internet providers, Solicitors, etc.
- **Trading and Retailing:** E.g. Shopping Malls, Markets, Itinerant Sellers, Bookshops, Pharmacy shops, etc
- **Banking and Financial Services:** E.g. Banks, Credit Unions, Susu Collectors, Accounting Firms, etc
- **Education:** E.g. Schools, Crèches, Publishing, Libraries, etc
- **Leisure, Sports and Entertainment:** E.g. Gymnasiums, Music Productions, Theatre, Sporting Clubs, etc

Why Business Communication?

Considering the definition for 'Business' and 'Communication,' it becomes obvious the need for some, if not, a lot of communication in our Businesses to enhance our income. Since our Businesses are human endeavours—by humans for humans—and do not exist in isolation, communication becomes paramount in our everyday lives.

Communication is a process that moves and oils the business machinery for successful output. The world is said to be a Global Village because of the possibility of communication between people in faraway lands separated by vast expanses of water and land.

First, it was the Morse code, telegram, then the telephone, the typewriter and then the printing press and computer. Now, in the last half of the previous century forms of communication have moved so fast and become so sophisticated that if you are in Business and do not own a laptop, mobile broadband and are not on Facebook, do not have a website or a blog, you may be said to be wasting a lot of communication opportunities.

Communication between Publishers and Printers via e-mail now makes it possible to access cheaper printing jobs across continents.

The importer of goods can easily communicate with his counterpart in China, Alaska and Norway and buy all that he needs without spending time and money to fly all that way.

People competent for a job have been known to be sent away because they could not articulate their visions well at interviews either through inadequate preparations or poor verbal communication skills.

Colleagues in a firm have been known to fall out over simple gestures, looks or 'jokes', thus creating an uncomfortable atmosphere to work in.

Lazy, incompetent people have risen to high important positions because superiors were 'afraid' or not inclined to communicate to them and to their overall superiors their shortcomings either in queries or confidential reports.

Junior workers have been known to embark on strikes because they were not adequately informed by management about new rules, actions and decisions which may even inure to their benefit.

Self-assessment Questions:

- Using your own words (approx. 40 words), define Communication.
- Name four (4) broad areas of business in Ghana.
- In two (2) sentences, write down two (2) important points on communication to your area of work.

UNIT 2



VERBAL AND NON-VERBAL CHANNELS OF COMMUNICATION

- Definitions and examples of verbal communication
- Definitions and examples of non-verbal communication
- Talents and Skills for communication
- Moods and Tones of communication

Unit Objectives:

By the end of this unit, you should be able to:

- Define and identify verbal oral forms of communication
- Define and identify verbal written forms of communication
- Define and identify non-verbal forms of communication
- Define talents and skills and enumerate which of these are needed for the various types of communication.
- Identify the moods/tones of communication channels used in the business world.

VERBAL COMMUNICATION

Verbal denotes the use of words as opposed to, or as in contrast to, no words such as sighing, groaning, shuffling, etc. that may also be used to communicate. Verbals therefore have a linguistic pattern and system and lend themselves to analysis within the set rules governing the patterns. Verbalisation or verbalise is to put into words. Verbosity then follows as the use of too many (sometimes big) words, and Verbatim to quote word for word.

Verbal communication may be either oral that is spoken or written. Both have their place in the Business world of work and may be advocated or not depending on the occasion/function, audience, purpose/required outcome, etc. We shall look in some detail at these two in subsequent units as with types, purposes, methods of delivery, etc.

NON-VERBAL COMMUNICATION

Any form of communication that uses no words, no linguistic patterns, that does not depend solely on hearing but may be more visual is termed as non-verbal. This includes silence, gestures, facial expressions, guttural wordless sounds, animal sounds, tone inflecting, signs and symbols, art works, designs and colours, etc.

Again, this form of communication has many uses for us in the business world and we ignore it to our own detriment in doing successful business. In our daily lives, we use both the verbal and non-verbal forms of communication combined and intertwined so intricately that it may be impossible to separate them. Together, these two forms help us communicate

effectively and must therefore be learned together (though the basics are inborn) to be effective communicators. After all, the primary purpose of communication is for one party to receive and understand the message sent from the other.

TALENTS AND SKILLS

Talents are defined in the context of inborn, innate, God-given, natural, effortless, in-learned abilities that one may possess. One that readily comes to mind is language and even though this may be debatable, all are inclined to accept that a certain minimum amount or level of a language must be talent that an infant is born with. This is then built upon to make the child, as she grows, more effective in that language.

Broadly then, communication must be inborn, for even without words or a particular structure linguistically, a child born with speech impediments may still be able to communicate. For such a child and those around her, the need may be more to learn to communicate more effectively and so come in skills.

Skills, not in opposition to but coming after talents, are abilities that must be learned and acquired. They are additions to talents possessed or the creation of them, the polishing of them, and the enhancement of them. Acquisition denotes some property not there, not one's before but which one comes to own through some effort over a period of time, purposefully, consciously and with commitment.

From the definitions of Talent and Skills above, it becomes quite clear that a communicator (using whether verbal or non-

verbal) needs both to be an effective one. The talents and skills for communication in the business world are listed below:

1. Listening – has its basis in hearing which may be natural, but as an art. Listening must be learnt because it is as equally important in communication as talking. Good effective listening encourages the other party to give more information and shows as interest and understanding of the situation. It is not passive but an active exercise, involving body, facial, eyes and sounds all to show an interest in the speaker and her information.

To be a good listener, one is encouraged to maintain eye contact with the speaker, make the right noises at the right junctures, show facial expressions that have a bearing on what is being said, and sit comfortably and relaxed giving the impression there is time to listen. Listening skills may be sharpened by taking time out to sit quietly every day for a period, just listening to familiar and unfamiliar sounds in the environment. It also helps to listen to the news especially on the radio where we do not see the speaker.

2. Speaking – or talking may be said to be a natural ability (at least to the majority of people), but to be an effective communicator, especially in the corporate world, one must learn to speak well, with minimum words but achieve maximum effect. Learning to speak these days is so effective that stammerers have been known to be 'cured' and become fluent communicators. As with listening, speaking (the two go together) makes use of body, facial, eye contact, gestures and intonation. Even when the speaker cannot see the receiver, as in telephone conversations, she must still be aware of these, since the message can be distorted or enhanced by them.

Effective speaking comes with practice which can be done in front of the mirror, or by using family members and friends. We all must learn to say only what is necessary at work and listen more and keep quiet when there is nothing to say.

3. Writing - unless one is adding drawing, writing cannot be said to be a talent but an art that needs serious dedicated learning. Writing involves language, which has its own structural rules and regulations and so one must learn these to communicate effectively in the written world. Since humans speak first before writing, the transition and transfer of the speech which is oral to the art of representing the words spoken onto paper needs special skills

In the corporate world, writing skills are a must to successfully document events, activities, agreements, instructions, plans, etc. The many types of writing that need to be done in the formal business world come with their own vocabulary, lexis and structure and purposes and all these must be learned and sharpened continuously.

4. Reading (Visual) – visual denotes sight and must not be confused with reading, which is a needed skill to be learned and acquired. One needs sight to read but one needs the skills to put the words together and pronounce them to make meaning. Of high importance, among all the skills needed to make one a good communicator and even employable, is that of Reading and Understanding information, before sharing that information.

A report, be it financial or legal, beautifully written but not understood defeats its purpose. Corporate world texts are neither for leisure nor pleasure but are serious profit or loss

piece of information that can make or break a business entity and reading these for needed understanding requires the skill of reading.

Like all the skills, practice on various different types of texts will enhance one's reading ability. Visuals as in graphs, maps, tables, photos, etc. help immensely in understanding texts and in retention of the information.

5. Observation – (visual) is an art partly inborn but may and must be learned by anyone determined to be a good communicator. Again, visual here denotes seeing or sight but observation pushes this further to a more involved activity. Culturally, Ghanaian society does not train us to be observant and memorise easily the visuals we come into contact with, unlike our counterparts in the western world where the skills are encouraged and sharpened through constant use.

The skill is particularly needed in the non-verbal forms of communication where the sender of the information may be using silent codes of body, facial, gestures, eyes, etc. to communicate. A keen sense of observation is needed to stay abreast with the unspoken parts in our business dealings to help us take steps for success – Examples are the stock market trends, fashion trends, etc.

6. Interpretation – is the needed skill to 'read into' what we observe or read or hear to make maximum meaning out of the information, sign or actions.

Traditionally, interpretations go with certain observances and the two therefore go together just like speaking and listening, and writing and reading. The pair is very useful in the non-

verbal forms of communication. It must be noted that there are cultural interpretations and implications to the same gestures and other non-verbal cues. We must therefore learn to use them appropriately in order not to commit a faux pas.

Connotations and Denotations are important here and contexts, settings, occasions and the sender are all to be considered in the skills of interpretation.

MOODS AND TONES OF COMMUNICATION

Moods may be defined to be the state of mind or of feeling of the communicator or sender of the piece of information and be identified from the use of particular verbs or action words to denote or express facts, commands, wishes, warnings, etc. Tone is the manner, pitch, strength or softness of voice or sound used in expressing a particular feeling or mood of communication. Mood and Tone therefore go together to convey a piece of information to the best effect. Tone is basically voices but is also found in writings as well as non-verbals like art work, colour shades (tones) etc. to communicate.

In the corporate world, communication channels may be one or other of the moods listed below. Note that some channels may convey multiple moods at a given time.

- ▶ Informative –
- ▶ Explanatory –
- ▶ Analytical –
- ▶ Discussive –
- ▶ Declarative –
- ▶ Motivational –

- ▶ Persuasive –
- ▶ Instructional (Directives) –
- ▶ Interrogative –
- ▶ Cautionary/Warning -

Self- Assessment Questions

- State five (5) examples each of Verbal (oral and written) and non-verbal forms of communication in the corporate world.
- State two (2) differences between Talents and Skills.
- Choose a form of communication (in our business world) each for the moods of the channels you have learnt.

UNIT 3



VERBAL ORAL COMMUNICATION

This module will dwell mainly on verbal oral communication.

Unit Objectives:

By the end of this module, you should be able to;

- Explain the two forms of verbal communication (oral and written)
- State the advantages and disadvantages of oral communication
- Outline and explain the three stages of an oral presentation
- State the factors to consider in preparing for an oral presentation.

Verbal Communication has two forms: oral and written. The term verbal simply means the use of words. When words are spoken it is termed oral communication and when written, it is termed written communication.

Informal oral communication (Conversational Style)

Conversational Style of the individual is manifested in the following:

- The rate of speech
- The rate of turn-taking
- Preference in topics e.g. personal stories
- Tolerance or otherwise of simultaneous speech
- Abrupt topic shifting or otherwise
- The rising and falling of tones during conversation.

Differences in conversational style may lead to some misrepresentations and misconceptions among people. For instance, a boss who speaks quickly may be angered by a subordinate who speaks slowly, and in the same way, a subordinate who talks fast may be frustrated by a boss whose conversational style is slow. In other words, people who talk slowly may feel shut out of a conversation with people who talk more quickly.

Differences in conversational styles also exist between males and females. Daniel N. Maltz and Ruth A. Borker believe that differences in conversational style may be responsible for miscommunication that sometimes occurs in male-female conversations. For instance, researchers have found that women are much more likely to nod and to say yes or 'mmh' than men are. Maltz and Borker hypothesize that to women,

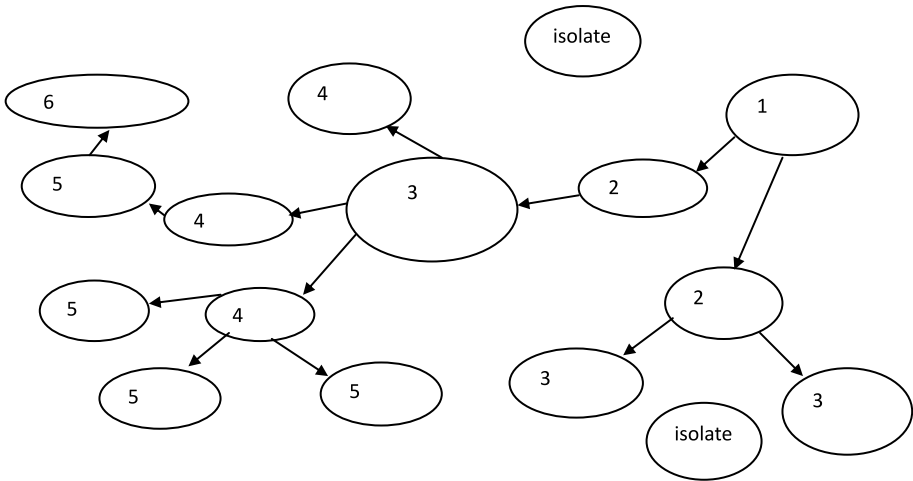
these symbols mean simply, “I am listening; go on.” Men, on the other hand, may decode these symbols as, “I agree” or at least “I follow what you are saying so far.” In other words, a man who receives nods and 'mmhs' from a woman may feel that she is inconsistent and unpredictable if she then disagrees with him. In the same way, a woman may feel that a man who doesn't provide any feedback is not listening to her.

Grapevine

Another form of informal communication in organizations is Keith Davis's grapevine theory. In this type of oral communication, a person's level in the organization may or may not matter. What is important is whether the person hears what is going on around.

In this type of oral communication, those with high referent power hear everything. Others hear little or nothing. Information may originate from anywhere. One, upon hearing it, passes it on or keeps quiet about it. With grapevine communication, information spreads fast but usually not all people hear of it especially those that it directly concerns or their close associates. These persons are referred to as isolates. The diagram below shows a typical example of grapevine communication structure.

Grapevine Communication Diagram



Grapevine content is usually high interest information. Examples include a sex-scandal, pay rise, lay off, financial malfeasance, among others. Grapevine information travels through any direction that there is a potential listener.

Formal Verbal Oral Communication
(Oral Presentation)

Many business people give talks regularly. Some basic facts about oral presentations are that;

- Practice will make you a more effective speaker.
- Audience generally want speakers to succeed.
- Audience have a wide tolerance for individual speakers' differences.

Preparing for a Presentation

The most important self-truth a speaker knows is, “I can give this audience something they will value.” It is therefore important to conduct a self analysis task during which you should ask yourself the following questions:

- What do I really know about this topic?
- What are my useful attitudes and feelings about this topic?
- What are my biases and how can I minimise their influences as I gather and present information?

Oral Communication – Meaning

Oral communication implies communication through mouth. It includes individuals conversing with each other, be it direct conversation or telephonic conversation. Speeches, presentations, discussions are all forms of oral communication. Oral communication is generally recommended when the communication matter is of temporary kind or where a direct interaction is required. Face-to-face communication (meetings, lectures, conferences, interviews, etc.) is significant so as to build a rapport and trust.

PREPARATION (THE SPEAKER)

There are a number of factors that the speaker should consider when preparing for an oral presentation.

The age and educational level of the audience

This will determine the type of language to use and even the ideas to put forward. It must be suitable to them so that comprehension would be easy.

The Topic

This helps in gathering information for the presentation. It guides one as to where to go to look for information. The topic also helps in selecting the appropriate register for the presentation.

The Time allowed

This helps the speaker to decide how long the presentation should be. In preparing the speech to suit the time, one should make provision for applause, unforeseen delays, pauses etc. by allowing at least two minutes out of the presentation time.

The purpose

The purpose of the presentation helps to determine the style of presentation. If it is to entertain, then there should be some amount of humour. If it is to warn, caution or to educate, then much more serious mood should accompany the presentation.

The socio-cultural background of the people of the area

One needs to be conversant with the social and cultural setting of the area so that in the course of presentation one does not offend the audience in one way or the other. E.g. in a predominantly Moslem society one should not make references to eating pork as an illustration in one's presentation.

Prepare the structure of the talk carefully and logically, just as you would for a written report. In so doing, you need to ask the following questions. What are:

- the objectives of the talk?
- the main points you want to make?

Make a list of these two things as your starting point.

- ▶ Write out the presentation in rough, just like a first draft of a written report.
- ▶ Review the draft to suit the objective of the topic and the time allowed for the presentation.
- ▶ Check to make sure the story is consistent with your objective and flows smoothly. If there are things you cannot easily express, possibly because of doubt about your understanding, it is better to leave them unsaid.
- ▶ Put the idea in sentence structures.
- ▶ Start revising the document, looking at the organization of the ideas.
- ▶ Cut out sentences not related to each paragraph.
- ▶ Add appropriate transitional words or phrases to give coherence to your ideas. E.g. therefore, as a result, in contrast etc.
- ▶ Check the grammar of each sentence to make sure they are acceptable.
- ▶ You can also practise aloud in front of one or two objective critics who can offer objective criticism.
- ▶ Determine the appropriate non-verbal signs to use to match with your message e.g. dress code, gestures.

- ▶ Anticipate questions and think out solutions to them.
- ▶ Expand or reduce the material to suit the time allotted for the speech.
- ▶ As much as possible avoid direct continuous reading from a script. It is unwise to have the talk written out in detail as a prompt sheet—the chances are that you will not locate the thing you want to say amongst all the other text. You should know most of what you want to say offhand.
- ▶ It is helpful to prepare cue cards which have key words and phrases (and possibly sketches) on them. Postcards are ideal for this. Don't forget to number the cards in case you drop them. Remember to mark on your cards the visual aids that go with them so that the right Over Head Projector OHP or slide is shown at the right time.
- ▶ Rehearse your presentation—to yourself at first and then in front of some colleagues. The initial rehearsal should consider how the words and the sequence of visual aids go together. Think of how you will make effective use of your visual aids.

PREPARATION/ORGANIZATION (THE HOST)

a. The venue

The venue should be decided upon based on the following factors:

- The size of the audience
- The availability of Public Address System, overhead projectors, places of convenience, etc.

- The availability of comfortable seats and the desired sitting arrangements
- The distance of the venue from the location of majority of participants
- The personalities invited to the function
- The ventilation and conduciveness of the venue.

Other Materials Often Needed For Large Conferences:

- Accommodation
- Banners with conference theme.
- Ushers and Waiters, MC, Chairperson
- Transport for participants from hotels to conference centre
- Refreshment/Snacks
- Files/Folders with writing materials
- Flip Charts/ Markers
- Audio-visuals eg. TV-Sets, Video Decks
- Overhead projectors and slides
- Name tags for participants
- Directional sign posts
- A detail programme.

b. Date and Time

The date and time of the function should be communicated to the guests and participants well in advance. The time to send out invitation letters would vary from one personality to the other depending on the nature of the person's schedules. Those with much heavy schedules should be given more days/weeks' notice than those with fewer schedules. However, the time should neither be too long to the date or too short as either situation can lead to poor attendance on the part of the guests.

Similarly, the time should be indicated as clearly and exact as possible. Avoid such generalities as *about* or *around* or *by* when stating the time for a function as this would discourage or affect punctuality.

Knowing Your Audience

The word audience is used to refer to the person receiving your message. It can be a mass of people or just one individual. Different types of people have different characteristics, needs, interests and skill levels that the speaker needs to evaluate throughout the communication design process. Audience are often classed into primary and secondary audience. A primary audience is one that you intend to communicate with. A secondary audience include those you do not intend to communicate to but who may receive your message whether you like it or not. In addition, the audience can be homogeneous or heterogeneous and the speaker will need to know the exact nature of the audience that he/she is dealing with. The demographic information on your audience e.g. sex, average age, education level, occupation, ethnicity, and socio-cultural and political affiliation would all help in crafting your presentation. With such information, you can tailor your message and style to fit their business, social and cultural perspectives.

DELIVERY SKILLS

Start with an introduction that provides the major purpose and brief background on the topic.

- State a preview of the main points in the presentation.

- Make procession through each point, clearly and vividly.
- Conclude with a summary that restates the major theme or message of the presentation.
- In the course of delivery
- Vary your eye contacts between the material and the audience.
- When not using written material, vary your eye focus from one angle to the other with the audience.
- As you speak, try to listen to yourself and put yourself in the listeners' situation or position.
- Where in doubt of clarity, restate your point in a more understanding manner.
- Read the actions and reactions of your listeners as you speak (non-verbal as well as verbal signs).
- Use non-verbal cues consistent with your worded messages. Remember that words without the appropriate non-verbal signs would not be believed.
- Support non-verbal cues with smiles as you speak.
- Voice inflections and pauses in speech also serve as means of enhancing one's speech quality. Vocal emphasis presents meaning not included in the wording.

- Use pauses at key points, interlaced with non-word sounds to convey meaning with the message, e.g. of the sounds could be sighs, chuckles, moans e.g. 'hmmms,' 'ohhs,' and 'hahs' (interjections)
- Keep a weather eye on the timepiece in order to finish as scheduled.

c. Timing/Feedback

Timing is very crucial in any presentation. It is therefore necessary to observe the following:

- Pre-time yourself whilst preparing for the speech.
- Whilst delivering, occasionally check your time. Make sure the speech does not take too much of the audience's time.
- The audience will lose concentration if the presentation is unduly long. Others may begin to protest non-verbally, e.g. clapping hands, fidgeting, conversing or leaving the hall.
- Observe the feedback from the audience and make necessary adjustment.
- When there is cheers or noise on the floor, pause a while for it to subside before you continue.
- Answer questions from the audience as confidently and clearly as possible, whilst maintaining a smile irrespective of the nature of the questions.

Making your presentation Effective

In order to make your presentation more effective, the following should be taken into consideration:

- Emphasise key sentences or ideas by placing them in short simple sentences using the active voice.
- Use concrete instead of abstract terminologies to help listeners visualise key ideas.
- Use visual aids where necessary to focus the attention of the listeners on the specific point or idea.
- Use rhetorical questions occasionally to emphasise important points.
- If the message contains unpleasant issues they should be brought either in the middle or end of the presentation, but not at the beginning.
- Good control of breath is important. Some presenters get very caught up in their speeches and can run out of breath mid-sentence. This can result in ill-timed pauses mid-thought and can have the audience paying more attention to you than to your topic.

Use of Aids

Visual aids significantly improve the interest of a presentation. However, they must be relevant to what you want to say. A careless design or use of a slide can simply get in the way of the presentation. What you use depends on the type of talk you are giving. Here are some possibilities:

- Overhead projection transparencies (OHPs)
- 35mm slides
- Computer projection (PowerPoint, applications such as Excel, etc)
- Video and film
- Real objects or pictures—either handled from the speaker's podium or passed around
- Flipchart or blackboard—possibly used as a 'scratch-pad' to expand on a point

Language of Delivery

The language used should be bias free in all aspects: non-sexist, non racist and non discriminatory against certain categories of people e.g. people living with disabilities and terminal diseases such as HIV/AIDS.

Examples of each of the above can be seen in the sentences below:

Discriminatory

God made man in his own image

All managers should come with their wives and husbands

The mentally retarded are many in this town

I want to be a businessman

We need people to man this office

Where is the waitress

I know that female/woman lawyer

Try to be a man

This is an African/Blackman

We need a chairman for this occasion

I met a male nurse this morning

Non-discriminatory

God made humans in his own image

All managers and manageresses should come with their guests

People who are suffering from mental retardation are many in this town

I want to be a business person

We need people to staff this office

Where is the server

I know that lawyer

Try to be brave/courageous

This is person of African descent

We need a chairperson for this occasion.

I met a nurse this morning

Use of Vocabulary (Jargons, Slang & Colloquial Expressions)

The kind of jargons, slang and colloquial words to be used depends on the type of audience that one is dealing with. In any case, the jargons should be familiar to the audience and must suit the occasion. If the presentation is informal and conversational, then jargons can be used. They will, however, derail the purpose of a presentation if they are used when the audience expect formal expressions. Similarly, the use of technical terms can suggest the competence or otherwise of the speaker on a given topic. The required register that goes with the topic must be employed in the course of presentation. If less attractive and inappropriate register is used, the audience will consider the speaker not conversant with the topic one is handling. In the same vein, if the audience are ordinary listeners, the speaker must as much as possible avoid any technical term that would impede understanding of the message. The vocabulary used must suit the level and understanding of the audience.

Moreover, the appropriate mode of salutation for the various dignitaries at the gathering must be used to observe the due protocol. Local expressions are acceptable so long as they reflect the local medium and values of the audience.

Advantages of Oral Communication

- There is high level of understanding and transparency in oral communication as it is interpersonal.
- There is no element of rigidity in oral communication. There is flexibility for allowing changes in the decisions previously taken.

- The feedback is spontaneous in the case of oral communication. Thus, decisions can be made quickly without any delay.
- It is not only time saving; it also saves money and efforts.
- Oral communication is best in case of problem resolution. The conflicts, disputes and many issues/differences can be put to an end by talking them over.
- Oral communication is essential for teamwork and group energy.
- Oral communication promotes a receptive and encouraging morale among organizational employees.
- Oral communication can be best used to transfer private and confidential information/matter.

Facial expressions and other forms of body language add to the meaning of the message, thereby enhancing understanding.

Disadvantages/Limitations of Oral Communication

- Relying only on oral communication may not be sufficient as business communication is formal and very organized.
- Oral communication is less authentic than written communication as they are informal and not as organized as written communication.
- In case of meetings, long speeches consume a lot of time and are unproductive at times.

- Oral communications are not easy to maintain and thus they are unsteady and lack reference.
- There may be misunderstandings as the information may not be complete and may lack essentials.
- It requires attentiveness and great receptivity on the part of the receivers/audience.
- Oral communication (such as speeches) is not frequently used as legal records except in investigation work.

UNIT 4



CHANNELS OF VERBAL ORAL COMMUNICATION

- Introductions
- Remarks
- Vote of Thanks/Proposal of Toast
- Speech/Talk/Lecture
- Telephone
- Interview
- Meeting
- Seminar
- Workshop
- Symposium/Colloquium
- Conference
- Business Plan/Proposal

Unit Objectives:

At the end of this unit, you should be able to:

- List and explain different types of formal oral presentations used in Business/Corporate communications
- Enumerate the stages involved in any of the oral presentations

INTRODUCTION OF PERSONALITIES: Self-introduction and introducing other personalities are necessary activities that set the tone for interaction and communication. The points to consider are the occasion or function and the audience. The personality may have a very long list of credentials and achievements to his name, yet the advice is to pick only four or five (not too many) that are connected to the function to instil confidence in the audience as to his capabilities to handle the job at hand.

With self-introduction, one needs to be brief to allow for the others to also talk about themselves. Try not to set yourself so high above the others to generate an inferiority complex in them.

In the corporate world, personalities that may be introduced include Chairpersons, Speakers, Guests of Honour, Dignitaries, New Managers to Branch, Visiting Personalities and on less formal occasions (e.g. Annual Dinner) Spouses, etc. In any of these, care must be taken not to overdo the credentials.

CHAIRPERSON'S REMARKS come after they have been introduced and after the main programme. These remarks must be brief and pointed to the function. The after remarks may be a few points raised in the main function and not a summary taking half the time of the function. In a speech or a talk, for example, the remarks must not be used to expand or oppose the speaker's views extensively. Again, brevity is advised.

VOTE OF THANKS requires that dignitaries, functionaries (organisers, M.C., caterers, musicians, etc.) are acknowledged

for the part they played in the function. The advice is to go straight to the point, mentioning names or groups (those that are identifiable) and what they did to thank them. On very formal secular occasions, thanking God profusely tends to sound over the top. Leave that to the closing prayer.

PROPOSAL OF TOAST on occasions of Anniversaries of Business or Personality requires that mention is made of the reason for the occasion, a very brief history, challenges and achievements, a few people who made it possible and call on the audience to toast them into the future.

TELEPHONE CONVERSATIONS have become such an important part in our business dealings that staff who receive and make calls on behalf of the company need to be trained in etiquette and proper use of the telephone. Even though it is only the voice in use here, the advice is to watch our body language, since that can be 'transmitted' through the voice to the other end of the line. Introduce yourself, ask them to introduce themselves, speak clearly, do not rush, ask them to repeat for clarity and end in a definite way. Private or personal calls need to be avoided at the office and kept brief if unavoidable.

INTERVIEWS in the corporate world may be for a variety of occasions, for a job, promotion, research, the press, etc. On any of these occasions, (you may be the interviewer or the interviewee), note the following:

Interviewer – As the host, you represent the company and so you must give a good impression.

- Application forms must be clear to help narrow down applicants.

- Treat all candidates fairly and excuse yourself in the matter of conflict of interest.
- Put candidates at ease to get the best out of them.
- If you are a member of a panel, allow others to question or make comments.
- If only two persons serve on the panel one may act sympathetic; the other, confrontational to test candidates ability to work under pressure.
- If only one person does the interview, the interviewer can control the interview as in a conversation.
- Put questions clearly and without ambiguity and repeat when necessary.
- Read interviewee's body language and don't ask very personal questions that have no bearing on the requirements.
- Provide a comfortable setting, with furniture, lighting and ventilation.

Interviewee

- Prepare for the interview by researching the company – history, products, priorities, competitors, location.
- Put your curriculum vitae together; have at hand your certificates and other documents

- Think about the possible questions to be asked by playing the 'interviewer.'
- Jot down all the extra points that are not covered in your CV and take out points that could detract from the impression you want to create.
- On the day of the interview, arrive early at the venue.
- Go through breathing exercises to relax.
- Be mindful of your appearance; dress decently and comfortably in tune with the company and position you are applying for.
- Greet by name if known; shake hands firmly if allowed.
- Do not let on about nervousness.
- Sit in an 'open' posture with back straight, arms and legs uncrossed.
- Keep a receptive body language with eye contact (not straight) and do not turn away from interviewer.
- Give straight answers without talking too much, and take time to think out your answers.
- After the interview, there is the need to follow up with a letter, a call or in person, especially if you do not hear from them for a long while.

TALKS are educative oral presentations in which information is given to an interested audience by a speaker knowledgeable in the topic. Talks may be informal and the same topic may be delivered to different audiences in different languages using different aids and examples. Questions and comments are allowed at the end, making talks more informative and a little discussive.

SPEECHES are formal deliveries on specific topics by speakers knowledgeable in the broad area concerned. The audience are specially put together for a particular occasion and the speaker addresses them specially. Speeches are more like reports disseminated to those concerned. Normally, no questions or comments come at the end. Examples are farewell speech, opening of a Branch, Managing Director's Report, School Speech and Prize Giving Day, etc.

Preparations for delivering of speeches must be done well to be effective. The speaker must know the expectations of the group, how deep to delve into the topic, the audience size, age, gender (where necessary) educational and social background. He take into account the time allotted for the delivery. Research on the topic and make ready any appropriate examples and aids. Draft your speech, structuring it in a particular pattern – topics, problem and solution approach. Introduce by capturing audience attention, gauge their mood from their body language and address them directly.

Avoid too many jargons, jokes and lengthy anecdotes. Avoid 'preaching,' repetitions and too many rhetoric questions unless it is a motivational speech.

UNIT 5



CHANNELS OF VERBAL ORAL COMMUNICATION (CONT'D)

LECTURES are 'classroom atmosphere' exercises with teacher and student participants. They are mostly academic exercises within institutions of higher learning. Since they are basically school-oriented, questions may be asked either during or at the end and could therefore be quite discussive as well as informative and explanatory.

Lectures may also be described as speeches when they do not allow for questions or comment, as in Inaugural, Memorial Lectures, etc.

SYMPOSIUM and **COLLOQUIUM** are similar in their deliveries in that both are done by multiple speakers on the same broad topic to an interested audience by knowledgeable speakers (experts) who give brief talks on the topics and 'lead' a discussion on them. The only difference is, whereas symposium is narrow and shorter, colloquium tackles a much bigger, broader topic and may take many sessions covering days.

CONFERENCES are educative/academic forums organised on the broad themes spanning wide areas involving multiple speakers who may also be participants (audience). The aims include disseminating research findings, reports on various activities, annual gatherings to identify ways forward etc. and therefore are informative, explanatory and discussive in moods.

SEMINARS are also educative/academic deliveries organised for either a single or multiple presentations. It could be said that a conference is made up of many seminars. Experts who conduct research invite their peers (in the same area of study) to divulge their findings to. Contributions and questions help the presenter to polish the paper for publication to the outside world.

Seminars may also be motivational where the presenter is invited to help create a more conducive atmosphere for workers to produce more and give off their best for the company.

WORKSHOPS are very useful in the corporate world for training the workforce. Orientations for new staff may take the form of workshops. Also, re-training of existing staff as well as imparting new techniques and methods to staff can be done through workshops. They are also good to introduce new products of the company to their clients, distributors and consumers.

Because of its training capacities (sometimes even being practical), workshops tend to be training or skill acquisition for which certificates may be awarded. A paper, a communiqué

may be written out of the discussions, addressed to a high authority concerned with the area/topic, like the Branch Manager, Country Director, Minister, Vice Chancellor, etc.

MEETING – Because communication has been identified to be a very important exercise for the smooth running of any business, meetings must necessarily be held on a number of occasions to discuss issues affecting the company or association. A schedule of meetings should be drawn up by all concerned before the beginning of every year so members note the dates and keep them free. Still, before any meeting the secretary, in collaboration with the Chairman, must notify members and receive apologies of members who cannot make it.

Why meetings? - A meeting must be necessary otherwise it tends to be a waste of time. If the information can be passed on by other less expensive way—like telephone calls, e-mails, memos, notices, etc. then discard the meeting. Meetings are held to Inform, Instruct or Persuade members about issues of interest to the company, association and the members.

Preparations - Before the meeting, the Secretary draws up an Agenda with the Chairman. They go through the previous meeting's minutes and assign to each item on the Agenda a personality to address it. This notice should also include the venue, date and time of the meeting even if members know where and when their meetings usually take place.

This information is normally sent together with the minutes of the previous meeting a reasonable amount of time/number of days before the meeting.

The venue must be secured and prepared, making sure furniture is comfortable and adequate for the number expected; ventilation and atmosphere is conducive to serious deliberation; accessibility, especially for members with disability, is catered for; lighting is good and power supply is available (with back-up); and that all facilities and aids are in place. Depending on the type of meeting, the arrangement of the furniture may be important.

During the Meeting - Every type of meeting has rules and procedures to be followed but common ones are as follows:

- Chairman steers the meeting and must be addressed after a member has indicated the wish to talk and been called by Chairman. The Chairman takes items one by one on the agenda and may use her/his discretion to jump items or rearrange them on the agenda, mindful of the time spent on each.
- A member, when given the permission, has the Floor to make a Submission or Proposal or Table a Motion.
- When a Motion is Tabled, another member must second it. At very formal meetings, a motion must be written down by the member and circulated to the others for clarity of the issues raised for discussion. Another member may counter the motion or amend it. The Chairman then opens the floor for a debate where members speak for the two sides.
- The motion may then be put to Vote and the winning motion accepted. If there is a tie the Chairman casts the casting Vote.

- Points of Order are to be raised by members when they see or feel the member on the floor is going out of the discussion or beyond the time allowed him. Chairman stops the discussion at once and the member explains why a point of order was raised.
- At the beginning, the Chairman 'Opens' the Meeting by welcoming all members and may ask a member to pray. She also brings the meeting to close by thanking all for their presence and contributions and reminds them about the next meeting's scheduled/agreed date.
- Do's and don'ts of a Chairman
 - ▶ Be fair to all members.
 - ▶ Be a keen listener and ask for clarifications.
 - ▶ Be patient with poor speakers.
 - ▶ Be time conscious.
 - ▶ Encourage all members to share their views.
 - ▶ Politely cut off talkative members.
 - ▶ Speak clearly and briefly.
 - ▶ Don't hijack the meeting, doing all the talking.
 - ▶ Don't make personal or embarrassing comments to show up members.
 - ▶ Don't interrupt members, presuming to know where they are going with submission.
 - ▶ Don't lose your temper with even the very difficult members.

After the Meeting – It is advised that whiles discussions are still fresh in mind, the Secretary transcribes the minutes of the Meeting and after showing it to the Chairman for corrections, produces the Minutes ready for the next Meeting.

Again, the Secretary may have to send reminders of actions to be taken, as decided by the Meeting to members concerned.

BUSINESS PLAN/PROPOSAL: Presenting a business, project plan or proposal may take many forms. The main objective of such presentations is to persuade and convince the audience to buy into your ideas, plan or budget. Even when the presentation seems to be more of information giving, the audience may be evaluating your skills and so in a sense you will be 'selling' yourself and skill for the future.

Preparations – In the preparation stage, you must take account of the purpose, audience, aids to use (if necessary) time frame for delivery, questions and comments, and the delivery itself. The presentation outline must be fully written down with Introduction, Body and Conclusion. These may then be summarised and bullet-pointed and put on cards or smaller sheets arranged accordingly. If power-point aid will be used, it may help to make copies for the audience to follow easily, but keep the full copy for reference when needed.

The Delivery – It helps to practise the delivery in front of the mirror or with family or friends. The introduction could be memorised and practised for the right effect, because you will need to capture the attention of the audience as to the need and importance of the presentation. Also memorise the ending of the presentation with a clear conclusive reason for acceptance of the proposal or information. When an 'authoritative' statement is made without checking notes at the beginning and end of the presentation, confidence in the speaker as well as the proposal is elicited and without sounding arrogant, the speaker tells the audience that a lot of research and preparation have gone into the proposal.

Points to note during the delivery include:

- ▶ Voice intonation, stresses and clarity, pausing before or after key words, increasing or decreasing volume for effect.
- ▶ Maintaining eye contact with the audience, moving from member to member and staying long enough to establish and re-establish rapport, not darting eye movement too quickly around, and for large groups, looking at parts of the room in four divided sections
- ▶ Body language of gestures and facial expressions must be considered and used effectively to add emphasis to points raised.
- ▶ Use aids only when needed not to distract attention from presentation.

Self-Assessment Questions

- ▶ List five (5) channels of oral communication that are important in your company.
- ▶ Mention and show three (3) important points of a workshop to your company.
- ▶ Choose any one (1) of the channels you have learnt and say why you like it and will use it as a Manager.
- ▶ As the Chairman of a meeting, mention three (3) Do's and three (3) Don'ts you must adhere to for a successful meeting.
- ▶ State one (1) difference between
a) Seminar and a Workshop

- b) Symposium and Conference
- c) Speech and Talk

Look up the following Terms related to Meeting

- ▶ Abstention
- ▶ Addendum (da)
- ▶ Adjournment
- ▶ Agendum (da)
- ▶ Amendment
- ▶ Apologies
- ▶ Casting Votes
- ▶ Veto
- ▶ Nem. Com.
- ▶ Quorum
- ▶ Resolution
- ▶ Motion
- ▶ Minutes

UNIT 6



VERBAL WRITTEN COMMUNICATION

Unit Objectives:

By the end of this unit, you should be able to do the following:

- Explain written communication and distinguish it from oral communication
- Outline and explain its advantages and disadvantages
- Offer tips and pointers on how to craft an effective written message
- List and explain the various avenues of written communication and articulate their peculiar characteristics and treatment

Written communication is one of the oldest known forms of communication. It involves any type of interaction that makes use of the written word and is transmitted in the form of letters, memos, circulars, bulletin reports, instruction cards, pamphlets, newsletters, employee manuals, e-mails and many others. The purpose of business writing is to convey information to someone else or to request information from them. Written communication represents the most common form of business communication. Therefore, managers and employees need to develop effective written communication skills in their daily operations and activities.

Advantages of Written Communication

- It is suitable for lengthy messages, which are not possible to convey through oral messages.
- Records can be easily maintained as it provides permanent records, references and legal defences.
- Written communication is specific and clear.
- Figures, diagrams and so on, can be communicated better through written communication.
- The reader can read the information at a pace that suits them.
- It is less likely to be misunderstood; in case of doubt, it can be read again.
- The message can be carefully prepared and then directed to a large audience through mass mailings.

- Written communication can also promote uniformity in policy and procedure and can reduce costs in some cases.

Disadvantages of written communication

- It takes a long time to convey the message. It may also take a long time to know whether a message has been received and properly understood.
- It is difficult to make amends once the written message has been dispatched.
- It takes time to seek clarifications.
- It cannot be emphasised by the use of non-verbal messages.
- You may not have immediate response or feedback.
- It may create mountains of paper.
- It may be poorly expressed by ineffective writers.
- It requires understanding of the language.

Making written communications effective

To be successful in business writing, you must be complete, concise and accurate. Your text should be written in such a way that the reader will be able to easily understand what you are telling or asking them. Whether you are writing a sales proposal, an e-mail to your department, or an instruction manual for a new machinery, there are certain steps you need to follow to create effective business writing. You need to

organise your material, consider your *audience*, *write*, *proofread* and edit your text.

Organise

First, organise your material. When writing an email announcing a staff meeting, this may be as simple as collecting your thoughts. On the other hand, you may need to write out a multi-level outline of the material when writing up the results of a market research. Without an appropriate level of organisation, you can't be sure you will include everything or that you will give emphasis to the most important issues. Omissions or incorrect focus can make your business writing less clear.

Audience

Before you start writing, think about your intended audience. For instance, a presentation about your company's new training programme may have the same outline when given to your CEO or to all employees, but the level of detail in various areas will differ. A quick e-mail to your team, reminding them of the company's security procedures, won't have the same tone as your department's section of the company's annual report.

Also remember that you will be more effective writing to your audience if you focus on what you want them to hear rather than on what you are going to say.

Start Writing

Good writers have different styles of writing. Some prefer to write everything out and then go back and edit. Others prefer to edit as they go along. Sometimes their style varies depending on the piece they are writing.

As you write, or when you edit, be aware of length. Use enough words to make your meaning clear, but don't use unnecessary words just to make it flowery. Business writing needs to be clear and concise, not verbose and flowery. No one in business has time to read any more than necessary.

Conversely, don't make the piece too short. Write enough that your meaning is clear and won't be misunderstood. Don't try to shorten a piece by using jargons or abbreviations. These often mean different things to different readers. Regardless of the style you use when writing, you need to proofread and edit what you have written.

Edit and Proofread

After you write anything, you need to proofread it. You may then need to edit it. Proofreading is re-reading what you wrote to make sure all the words in your head made it correctly onto the paper or the screen. Since our brains work faster than our fingers, you may omit words, leave off an ending, or use the wrong homonym. Proofreading catches these errors so you can fix them.

Obviously, proofreading a one-line e-mail is pretty easy. Just glancing over it as you type may be enough. However, if you are writing an instruction manual, your proofreading will be more complicated and take longer. After you have proofread your material, you need to edit it. Sometimes these can be done together, but it is more effective when they are done sequentially.

You edit to fix or change what you wrote in order to make the material better. When writing for business, this means fixing the errors and making the text clear and concise.

You are writing for business, not writing the "great romantic novel." Your writing should be as descriptive as necessary, but it does not need to paint vivid word pictures using lots of big words and figures of speech. Remember that the rules for effective business writing are to:

1. organise your material
2. consider your audience
3. write
4. proofread
5. and edit your text

UNIT 7



CHANNELS OF WRITTEN COMMUNICATIONS

I. MISSION STATEMENT

A mission statement is a brief description of a company's fundamental purpose. It seeks to answer the question, “Why do we exist?” Its goal is to justify the organisation's reason for existing. In other words, it defines what an organisation is, why it exists and its reason for being. At a minimum, a company's mission statement must define who its primary customers are, the products and services it produces and the geographical location in which it operates.

Purpose of a mission statement

- To convey the company's purpose to internal and external stakeholders.
- To ensure that everyone in the organisation is “on the same page” as far as what the company stands for is concerned.
- To serve as a baseline for effective business planning.

Content of a mission statement

Bart (1997) has outlined three key components of a mission statement:

1. Key market – who is your target client/customer?
2. Contribution – what product or service do you provide to that client?
3. Distinction – what makes your product or service unique or special so that the client would choose you?

McDonalds mission statement captures all three essential components: *"To provide the fast food customer food prepared in the same high-quality manner world-wide that is tasty, reasonably-priced & delivered consistently in a low-key décor and friendly atmosphere."*

-
- Key Market: The fast food customer world-wide
- Contribution: tasty and reasonably-priced food prepared in a high-quality manner
- Distinction: delivered consistently (world-wide) in a low-key décor and friendly atmosphere.
- In summary, a mission statement should:
- Define what the company is
- Be broad enough to allow for creative growth
- Distinguish the company from all others
- Serve as framework to evaluate current activities
- Be stated clearly so that it is understood by all

2. VISION STATEMENT

A company's vision statement basically answers the question, "Where do we want to go?" It is fundamentally a picture of the company in the future but it goes further than that. The vision statement represents the organisation's inspiration as well as the framework for all its strategic planning.

Purpose of the vision statement

A vision statement reminds the company of what it is trying to build and become in the future. By creating a vision statement, you are articulating your firm's hopes and dreams. Though the vision statement doesn't tell you how you're going to get there, it sets the direction for business planning.

Difference between mission and vision statements

- Unlike the mission statement, a vision statement is created for members of the company, not for external stakeholders such as customers and clients.
- A mission statement focuses on a company's present state while a vision statement focuses on a company's desired future state.
- A mission is something to be accomplished whereas a vision is something to be pursued; the mission is the cause and vision is the effect.

3. MOTTO

A motto is a phrase meant to formally summarise the general motivation or intention of an organisation or social group. A motto is a succinct statement of beliefs or ideals and may either be a sentence or a short phrase. Individuals may have personal mottos while companies may have corporate mottos that may double as an advertising slogan.

Purpose of a motto

The purpose of a motto is to remind stakeholders of the foundational beliefs that underpin a firm's operations.

4. SLOGAN

Basically, a slogan has two specialised meanings. It can be a short, attention-grabbing phrase used in advertising a company, its product or service, or a key phrase connected with a political party or candidate. A firm's slogan is a catchy message designed to capture customers' attention and communicate the reason a customer would want to make a purchase. The purpose of an advertising slogan is to deliver what is known as the core message. This message is the most important aspect of the company, its product, service or idea that it wants to convey.

Purpose of a Slogan

The purpose of a slogan (especially an advertising slogan) is to communicate information about a company, a product or service and to fix this information in the consumer's mind in a memorable way.

Content of a slogan

Advertising slogans often contain the name of the product or company, though not all do. Below are some examples of advertising slogans:

- Once you pop, you can't stop. (Pringles)
- MTN, *Ei de bii keke* (MTN).

Notice that while Pringles aren't mentioned in the slogan, the consumer's experience in opening the distinctive packaging and subsequent desire for the product is neatly captured with a rhyme.

Advertising slogans rarely exist as words alone. They are often accompanied by the company logo that is used in any visual

medium, such as TV adverts or billboards. It may also feature a jingle, a memorable bit of music. The jingle may simply accompany the slogan or the slogan may be sung on television or radio advertisements.

Some companies will use the same advertising slogan for many years to increase familiarity with the idea and help customers develop associations with the company or its products. Other companies will frequently develop new slogans to go along with new products or services. A catchy slogan can really go a long way in selling the company and its products.

Usually, a slogan is no more than a few words; it is virtually never longer than a sentence, because that would defeat the whole purpose.

5. JINGLE

A jingle is a short piece of music that includes a slogan or product name. As one of the earliest forms of modern advertising, the jingle dates back to the 1920s. Used in advertising, jingles are meant to be extremely memorable, often using rhymes, melodic structure, and repetition to firmly cement both the song and the product advertised in the mind of the listener. When done effectively, the potent combination of simple music and careful wording can create an advertisement that continues to bounce around in a hearer's memory long after the advertising ends.

Content of a Jingle

The structure of a jingle is very important to its success as an advertisement. Lyrics must be short and catchy, and they often employ rhyme to incorporate the company or product slogan.

Repetition of keywords or phrases is often used to ensure that the listener has no chance of missing the central point of the advertisement. The melodic structure is carefully developed to be memorable; ideally, the advertiser wants to get the song stuck in the listener's head.

A good jingle is an effective advertising tool because it may last far longer than the initial 30 or 60 seconds of an advertisement. If a musical hook successfully implants in a listener's brain, he or she may be more likely to repeat the words of the advertisement along with the melody. When at the supermarket, the listener may then be triggered to remember the jingle when he or she sees the product or company name. Ideally, the listener will then be more likely to buy a product because of the mental association created by the jingle

6. MEMORANDA

The memo is one of the most common forms of written communication within an organisation. It serves as a quick note to convey information from one section of the company to another. A memorandum may be drafted by management and addressed to other employees or from a department head to the company at large. Generally, a memorandum will include a few basic elements such as the name of the originator of the document, the intended recipient or recipients, the date of issue, the general topic, and the body of the document that contains the information to be shared.

Format of a Memo

The basic parts of a memorandum are the heading, the message or body, the reference initials and notations, if needed. As already indicated, memos are generally used

within a company or office, with formal business letters being the preferred method for external communication.

To write a memorandum, keep in mind that the tone is less formal than that of a letter. The salutation (*Dear...*) and closing (*Sincerely yours...*) used in letters are not necessary in a memo. The heading area contains the name of the person(s) receiving the memorandum, the subject, the date, and the name of the sender. The format of a memo is block style paragraphs with a blank line in between.

The body or message of a memo contains business-like, detailed information regarding the purpose of the memo, any action to be taken, and so on. A memo should not generally address more than one topic. It is generally always one page or less. If the memo is to include a lot of information, bulleted lists may be beneficial.

As much as possible, use the active, rather than passive voice, and use active verbs. To write a memorandum, consider your audience when creating it. After writing, proofread your memo carefully and take out any unnecessary elements.

7. NOTICES

A notice is a written or printed announcement or statement of information, often displayed on a board or wall, or published in a newspaper or magazine. In business organisations, notices are methods used to keep the workforce as a whole up to date with what is going on in the business. They are usually impersonal methods of communication i.e. the same communication is sent to all the workers. Notices may relate to vacant positions, holiday arrangements, union matters or

social events and are likely to be displayed on a notice board. Sometimes important notices are included with wage or salary slips.

Writing an effective notice

The idea of writing a notice is to draw attention to something or some event that would take place. The language in a notice must be concise—simple and straightforward. All relevant information must be given in a simple, concise, attractive manner so that people notice it. In writing an effective notice, first make a note of all the important details that have to be included in the notice.

Then write out the notice. Improve upon it until you are satisfied that it is an attractive notice that no one will fail to notice. Make sure your notice has an attractive, suitable heading; signature and designation of the person writing the notice; the date of issue; other relevant details pertaining to that particular notice like time, date, venue, who can participate, what it is about, etc.

Advantages of using notice

- It can contain diagrams as well as written information.
- A written record of the message is kept.
- They can be created in such a way as to attract attention.
- Employees tend to look at notice boards in their breaks.

Disadvantages of using notice

- Not a lot of detail can be included in the notice.
- The notice can easily be taken down to be read by an employee or covered up by another notice.

- It may take time to distribute the notices around the organisation.
- If they don't look attractive, people tend not to look at them as they may think from their first impressions that it doesn't seem very interesting.

8. LETTERS

A business letter is usually written in formal language, and generally used when writing from one business organisation to another, or for communication between organisations and stakeholders such as customers, clients and other external parties. Letters are used in business for a variety of reasons such as requesting for information or action from another party, ordering supplies from a supplier, identifying a mistake that was committed, replying directly to a request, apologising for a wrong and many other reasons. Even in this era of various electronic communications, letters are still useful in business because they produce a permanent record, are relatively confidential and formal, and convey persuasive, well-considered information.

Writing Effective Business Letters

When writing a business letter, adopt proper formatting and be brief. Plan your letter before you write by listing the main areas or subjects to be included, as well as any specific details. Afterwards, determine a logical order in which to address the issues. Briefly refer to any previous correspondence or conversation in the first paragraph, then get straight to the purpose of the letter. Clearly state any follow-up action in the final paragraph.

Try as much as possible to use a pleasant tone, especially if the contents of the business letter contain negative action or response. Where applicable, indicate appreciation for how the recipient has helped you. In the final paragraph, thank the recipient for his or her time, consideration or effort. Without being too personal, try to use a friendly, compassionate tone for business letters. If you or your company has made a mistake, be forthright in admitting fault.

End your letter with closing words such as *Yours Faithfully*, *Sincerely yours* or *Regards*. Don't forget to place a comma after the closing, leaving about three or four blank spaces for your signature. Then type your name (add job title, if desired, below your name). If you use your company's letterhead with its name printed on top, then it is not necessary to type your address on the business letter. Finally, check your letter after writing to ensure that all the information is complete and accurate. Proofread for typographical or grammatical mistakes. You can also have someone else read before sending it.

Business Letter vs Email

Some people have argued that with the internet almost everywhere now, written letters have become a thing of the past. They question the wisdom in spending time and money to write something down on paper when you can just send a quick email and have your message sent in a matter of seconds. The answer is that, despite the popularity of email, sometimes a written letter can be much more powerful. The thing is that while emails are sometimes ignored, they are also seen as more informal and less powerful than written letters.

The general rule is that formal situations are better handled through written letters than through email. Even though email has become the most popular form of communication nowadays, it is still seen as informal by many people, and does not carry the same weight as written letters.

9. ADVERTISEMENTS

The purpose of an advertisement is to sell or create awareness for something such as an entity, a product, a service or an idea. If the advert is intended to sell a product or service, you must convince the prospective buyer that he needs your product more than he needs any other product, even if he doesn't. This is the secret of advertising.

The words in an advertisement such as the display ad are important. Therefore, they must be carefully chosen. The words must be appropriate, succinct, and short. You can use longer words, too, if you know how to cope with them. Words that some display ads have used effectively are "luxurious," "deluxe," "outstanding," "rich," "silky," "superb" and "delicious. Make sure you use the right word always. Don't say, for example, that 'this new car is delicious.' And don't forget the manufacturer's brand name. Make sure to include it.

Writing an effective advertisement

Before writing the advert, you must decide what kind of advert to write. The display ad, which is very common nowadays, has a picture of something interesting, accompanied by as few words as possible. The picture must serve two principal purposes: It must catch the eye, which is why beautiful young ladies are used in so many display ads. And it must also create the desired impression. The following tips are useful pointers:

1. Start by choosing a single benefit of your product or service that you wish to highlight above everything else. Call this your "Unique selling proposition" or USP. To get your USP, ask yourself what specific benefit makes your product or service different, better, or special. Is it the price, the convenience, the key ingredients or the product's reliability?

2. Then write attention-grabbing headlines. This is crucial because people are constantly bombarded with information overload, so they tend to skim and filter away a lot of the information they are exposed to. If your headline doesn't get their attention, it won't be read.

3. Now, draw a list of all the features of your product or service and translate each feature into a benefit for the customer. One effective way to do this is to look at each feature and then ask yourself "so what?" Just think of yourself as a customer; why should you care about this feature? Ask yourself "What will it do for me?"

Don't say, for example, that your product is super easy and fast (a feature); tell the customer that it will give them more free time (a benefit). You can take it further by painting a picture of them using their free time to go to the movies, party, or relax.

4. Strive to write an advertising copy that emphasises the product's benefits in a way that evokes an emotional connection.

5. Write with a natural style. Don't try to be pretentious or over friendly. Just write it the way you'd say it.

6. Consider whom you are writing for and why. What tone are you trying to get across? Is it light-hearted or serious? What level of jargon are you going to incorporate? It is extremely important to align your language to your intended audience.

7. End by telling the reader what to do; e.g. "call now" or "click here to order now!" Ensure that ordering details are clearly visible and easy to follow.

10. REPORT

A report is a textual work (usually of writing) prepared to specifically convey information or recount an event or events in a presentable form. Written reports are documents which present focused, relevant information to a specific audience. Often, they are used to display the result of an experiment, investigation, or inquiry. The audience may be public or private, an individual or the public in general. Reports are used in government, business, education, science, and other fields.

A business report conveys information to assist in business decision-making. They are written for a specific reason. Some are written to offer solution to a business problem. Others such as business plans are written to convey the business concept, corporate goals or operational procedures. To some people, business reports are dry and uninteresting, and they take a lot of time and effort to prepare. Nonetheless, business reports are a crucial part of doing business and your proficiency in this area is critical to business success.

Types of reports

Some examples of reports are: scientific reports, recommendation reports, white papers, annual reports,

auditor's reports, workplace reports, census reports, trip reports, progress reports, investigative reports, budget reports, policy reports, demographic reports, credit reports, appraisal reports, inspection reports, military reports, medical reports and so on.

Format of report

One of the most common formats for presenting reports is IMRAD: Introduction, Methodology, Results and Discussion. This structure is seen as standard because it mirrors the traditional publication of scientific research. Reports are not required to follow this pattern, and may use alternative patterns like the problem-solution format. To persuade readers, several other elements are often incorporated. These include headings to indicate topics, or to more complex formats that feature charts, tables, figures, pictures, tables of contents, abstracts, summaries, appendices, footnotes, hyperlinks, and references.

Typically, reports incorporate the following elements:

1. *Executive Summary*

The executive summary is basically a summary of the key points in the report. The idea is that an executive can read the summary and if it appears logical, the recommendations can be followed without the need to read further. This is in fact the most important part of the report and should be written last when all other sections have been written.

2. *Contents*

The Contents of the report should be consistently laid out throughout the report and you should include both page numbers and title numbers.

3. Introduction/Terms of Reference

The introduction should say why the report is being written. Business reports are nearly always written to solve a business problem. They are usually commissioned because there is a crisis or they may be routine. Nearly all reports in some way answer the age-old business problem, “how can we increase profits?”

4. Findings/Main Body

The findings point out discoveries made during the course of the report investigation. Sometimes reports don't say 'Findings,' but it is normally assumed that the main part of the report will be the information you have found. This information may not always be read by executives, but that doesn't mean it isn't important, because without thorough research and analysis the author will not be able to come to effective conclusions and create recommendations. Also if anything in the executive summary surprises the executive, then they will turn directly to the relevant part of the main body.

5. Conclusion

The conclusion should summarise the 'Findings' section. Do not include diagrams or graphs in the conclusion. As much as possible, the conclusion should be short, and must clearly follow the order of the findings leading naturally to the recommendations. Never include new information in the conclusion.

6. Recommendations

The recommendations state actions that the writer of the report feels need to be taken based on the findings and conclusions. Every report should include recommendations or

at least suggestions. Ensure that your recommendations clearly follow what is said in the conclusion.

II. RECOMMENDATION

A letter of recommendation is a letter in which the writer assesses the qualities, characteristics, and capabilities of the person being recommended in terms of that person's ability to perform a particular task or function. Such letters are almost always specifically requested to be written about someone, and are therefore addressed to the person who requested it. Letters of recommendation are typically related to employment, admissions to institutions of higher education or scholarship eligibility. A good letter discusses your qualities and characteristics, using examples from your history to support its claims.

Types of recommendation letters

Never agree to write a recommendation letter for someone you do not know well enough to assess. Make sure you feel comfortable writing the letter and also make sure you have time to write the letter. The first step in writing a reference letter is to determine what kind of recommendation you are giving. There are three general types:

- ***Employment references*** – A professional recommendation letter given for employment reasons is best done by a boss or supervisor. It provides an overall analysis of the individual's abilities and capabilities. This letter is intended to save the future employer the time and trouble of calling to do a reference check.

- **Character references** – This relates to a reference letter given by a close friend, relative or other associate. These letters help vouch for an individual's personal qualities and character.
- **Academic references** – This is a reference letter given by a teacher, professor or trainer. These types of letters should describe one's aptitude, curiosity and ability to perform in an academic setting.

Format of a recommendation letter

- *1st Paragraph* – The first paragraph should capture your opening statement. Your first sentence should state your purpose. Your second sentence should be about how you know the individual and how long you have known them.
- *2nd/3rd Paragraph* – This basically captures the body of your letter and should include specific examples and traits related to the individual. The more relevant you can make these examples to the position being pursued, the better.
- *4th Paragraph* – Your closing statement should express your specific recommendation. Show your confidence in the individual and reiterate any final points you feel necessary.

12. CITATION/TRIBUTE

A citation is simply an official commendation or award for meritorious service or outstanding achievement usually in the form of a formal statement made in public.

How to write effective citations

A good citation should describe as vividly and clearly as possible the difference the individual's contribution has made. Give examples of how the individual's efforts have had a positive impact on his community, society, country and the world at large. Indicate how they have devoted themselves to sustained and selfless voluntary service or how they have shown innovation and creativity in delivering lasting results.

Try not to make a citation an extended CV by outlining a list of educational achievements, appointments, awards or posts, or a job description showing what the person has done. Instead, a citation should describe what is special about a person's achievements and must show memorably and persuasively how and where they have made a real difference.

Do not be afraid to incorporate superlatives in citations as long as they are true. Tributes or honours exist specifically to recognise superlative achievement. But you must understand that superlatives without an explanation are just hot air. Always ensure that you support any assertions with hard evidence. Don't just say that an individual's achievement has had a widespread effect; describe what that effect has been and show why it is important.

13. CURRICULUM VITAE/RESUME

A Curriculum Vitae (CV) is an in-depth document that is laid out over two or more pages and contains details about a person's achievements, educational qualifications and other accomplishments such as publications, awards and honours. It tends to be prepared in an organised, logical manner (in reverse chronological order i.e. the latest achievements first)

and should make it easy to get an overview of an individual's full academic and working career.

The CV should be accompanied by a cover letter. The cover letter should keep to the one page minimum. Brief references to work experience can be made but most references should refer to the accompanying CV. The CV should also include relevant information like contact information. A good curriculum vitae highlights your strengths and places greatest emphasis on the details about you that make you attractive as a potential employee or team member. If you have a great deal of educational experience but not much professional experience, for instance, then you should begin your CV with your education.

In academia and research positions, prime considerations are given to not only where one studied but also what one studied. In tertiary institutions such as university, the number of publications or conferences one has attended and presented at can be major selling points. Since tertiary institutions expect their teachers to publish, publication lists in a CV are essential.

Summary of content of a CV

1. Curriculum Vitae is a list of all your achievements up until the date you are submitting it, presented in reverse chronological order (i.e. the latest achievements first).
2. It is ideally two pages in length, though it can sometimes go up to three to five pages.
3. The Curriculum Vitae would include everything that you have done and can be classified as work outside the

home—whether paid or unpaid; hence, it is alright if the Curriculum Vitae contains voluntary and honorary positions.

4. The Curriculum Vitae structure is very systematic and is generally drawn in a specific order.

5. It is normally accompanied by a cover letter, which summarises what it contains and points out the match of the applicant with the job.

Types of CVs

CVs typically fall under one of four types:

Performance CV

A Performance CV is the most popular type of CV. It highlights job titles and company names, starting with your most recent job and working backwards. However, you begin with an 'Achievements' section, which highlights impressive achievements that can make you stand out from other candidates. Under each job title, you list your responsibilities in the role.

Use a Performance CV if:

- you want to emphasise your career progression
- you want to stay in the same line of work.

Functional CV

A Functional CV is a skills-based CV format. This CV type is useful if you're looking for a career change. This is because it focuses on your transferable skills and experience, rather than job titles, companies, and how long ago you got the experience.

In a Functional CV, you promote your skills and achievements in three to six 'functional headings.' For example, if you're applying for work in a retail role, then headings could include 'customer service' and 'sales' – both key skills for any retail role. What you should include in a Functional CV

Under each subheading, include more details about your relevant skills and experience. You might have got this experience from paid work, voluntary work or education. Any experience that you feel isn't relevant can be left out.

Targeted CV

A Targeted CV is a skills-based CV format. These formats can be useful if you're looking for a career change. This is because they focus on your transferable skills and experience, rather than job titles, companies, and how long ago you got the experience.

It's called a Targeted CV because you use it to aim for a specific type of job. You only include details that are relevant to the job you're applying for. These could be listed in two separate sections: abilities and achievements.

The difference between abilities and achievements

Abilities are natural or acquired skills or talents. You can provide specific details of the abilities and examples of when you've used them. For example, writing is a skill, but just listing 'writing skills' isn't specific and doesn't give an employer an indication of when and how you've used these skills.

An achievement is accomplishing something. Don't confuse responsibilities with achievements – they are different. Achievements are unique to you; responsibilities are what

anybody undertaking that role would do. Achievements can make you stand out from others who may have similar skills and experience.

For example, a responsibility could be:

- running the HR department and advising top management on personnel issues such as staff motivation and recruitment.

Whereas, an achievement could be:

- devised and implemented an equitable pay structure for the company, improving staff morale and communication throughout the organisation

If your achievements are measurable (i.e. if they saved you or the company money or time) then try and include details of this too.

Student/graduate CV

You might consider using a student or graduate CV if:

- you're still at school, college or university
- you've recently finished a full-time course.

With a student or graduate CV you highlight your qualifications first. If you've been in full-time education most of your life, your qualifications will probably be your main achievement. If you don't have a lot of work experience, try to make your course work relevant to the skills you'd use in job. For example, you probably use time management, research and IT skills every day. You may also be able to say you're a fast learner, and are up to date with the latest equipment and techniques in your field.

UNIT 8



NON-VERBAL COMMUNICATION

Unit Objectives:

By the end of this section, you should be able to

- Explain the term non-verbal communication.
- State some examples of non-verbal communication

DEFINITION

There are scores of definitions that researchers and scholars use to define non-verbal communication. Non-verbal communication consists of all the messages other than words that are used in communication. In oral communication, these symbolic messages are transferred by means of intonation, tone of voice; vocally produced noises, body posture, body gestures, facial expressions or pauses.

When individuals speak, they normally do not confine themselves to the mere emission of words. A great deal of meaning is conveyed by non-verbal means which always accompany oral discourse – intended or not. In other words, a spoken message is always sent on two levels simultaneously, verbal and non-verbal.

Non-verbal behaviour predates verbal communication because individuals, since birth, rely first on non-verbal means to express themselves. This innate character of non-verbal behaviour is important in communication. Even before a sentence is uttered, the hearer observes the body gestures and facial expressions of the speaker, trying to make sense of these symbolic messages. They seem to be trustable because they are mostly unconscious and part of everyday behaviour.

People assume that non-verbal actions do not lie and therefore they tend to believe the non-verbal message when a verbal message contradicts it. In short, people try to make sense of the non-verbal behaviour of others by attaching meaning to what they observe them doing. Consequently, these symbolic messages help the hearer to interpret the speaker's intention and this indicates the importance of non-verbal communication in the field of interpretation.

From the speaker's point of view, however, there are numerous functions of non-verbal behaviour – even if he or she is not aware of them. Human beings use non-verbal means to persuade or to control others, to clarify or embellish things, to stress, complement, regulate and repeat verbal expressions. They can also be used to substitute verbal expression, as this is the case with several body gestures. Non-verbal communication is emotionally expressive and so any discourse appealing to the receiver's emotions has a persuasive impact.

Although many non-verbal means are innate and universal, (i.e. people in different cultures have a common understanding of these cues), the contribution of non-verbal communication to the total meaning of a discourse can be culturally determined and differ in different countries.

Examples of Non-verbal Communication

Vocally Produced Sounds

Intonation

Intonation is the way that the sender's pitch of voice rises and falls when speaking. For example, it shows the interpreter whether the speaker expresses his or her message in the form of a question or statement. At the same time, intonation indicates the end of an entity of information, which – in written communication – is shown by means of a comma, semicolon, fullstop, exclamation mark or question mark.

Tone of voice

The tone of voice is a means by which the speaker implies his or her attitude to the message. It is also a means by which he seeks a reaction from the hearer. In a political debate, for instance, the tone of voice is likely to be rousing, whereas on television the daily news is communicated in a more factual tone. Other examples of tone of voice are: aggressive, critical, nervous, disappointed, monotonous, friendly, enthusiastic, vivid, persuasive, etc.

Noises

Spoken discourse can be accompanied by vocally produced noises that are not regarded as part of language, though they help in communication for the expression of attitude or feeling. Such non-lexical expressions differ in important respects from language: They are much more similar in form and meaning, i.e. universal, as a whole in contrast to the great diversity of language. Vocally produced noises include laughter, shouts, screams of joy, fear, or pain.

Kinesics (Body Language)

Kinesics is a term used to describe the study of posture, movement, gestures and facial expressions. In reading non-verbal communication from another person, one needs to observe, analyse, and interpret before one decides on the probable meaning. Also, one would need to know how the person communicating usually acts or behaves under normal circumstances before deciding on the meaning of the nonverbal. For instance, a quiet person might be unflappable even in an emergency situation. Similarly, a person who never smiles may not be unhappy when he is seen sitting silently and appearing moody.

Body posture

Body posture is the bearing or the position of the speaker's body. It is a more or less stable state and thus not to be confused with body gestures which are movements. Body posture can be characteristic and assumed for a special purpose or it can correspond to the normal expectations in the context of a particular situation. Obviously, one can be lying down, sitting, or standing. Normally, these are not the elements of posture that convey messages. However, when the speaker is slouched or erect, his or her legs crossed or arms folded, such postures convey a degree of formality or relaxation. They can also transfer symbolic messages on the orator's attitude or intention with regard to the message. A person sitting with his hands supporting the jaw signals sorrow or deep thought.

Body gestures/movements

A body gesture is a movement made with a limb, especially the hands, to express, confirm, emphasise or back up the speaker's attitude or intention. This non-verbal activity is regularly used in oral discourse. If a body act requires no verbal accompaniment, it is called an "emblem." Examples are: hand signals such as waving good-bye, the "V" for victory sign or the "high five" signalling victory. While some emblems, for example, a clenched fist, have universal meaning, there are others that are idiosyncratic or culturally conditioned. Body gestures are always perceived and interpreted together with facial expressions.

Albert Mehrabian (1971) studied non verbal communication by examining the concepts of liking, status and responsiveness among selected participants in communication situations. His findings revealed the following:

Liking was often expressed by leaning forward, a direct body expression, close body proximity, increased touching, relaxed posture, open arms and body, positive facial expression and good eye contact.

Status. High status is communicated non-verbally by bigger gestures, relaxed postures, less eye contact.

Responsiveness is communicated non-verbally by moving towards the other person, spontaneous gestures, and positive facial expressions.

Similarly, Paul Ekman and Wallace Friesen categorised movements on the basis of its functions, origins and meaning. Their five categories include emblems, illustrators, affect displays, regulators and *adaptors*.

Emblems: These are movements that substitute for words and phrases. Examples include a beckon to mean come, an open palm held high to mean 'Ok' or 'Stop'. A wave of the hand or shaking of the head to mean 'No' etc.

Illustrators: These are movements that are made alongside verbal utterances as a means of reinforcing the verbal message. Examples are nodding your head whilst saying 'Yes' or shaking your head or palm whilst saying 'No' or stroking your stomach whilst saying you are hungry.

Affect display: These are movements of the face and body when one is emotionally charged. An example is the behaviour of people when they are extremely excited or angry. They may bang doors, shivering, gnashing of the teeth, etc.

Regulators: These are non-verbals that are used to control the flow or pace of communication. Examples are starting to move away or stand when you want the conversation to end, looking away or on the floor when you are not interested, yawning and looking at your watch when you are bored.

Adaptors: Adaptors are movements that you might perform fully in private but partially in public. Example: you might squeeze your thighs against your genitals in public instead of scratching.

Tactile Communication: This is communication by touching. This can either be welcoming or repulsive. A touch from a parent to a crying child is enough to stop the cry, whilst with adults, a gentle touch from a man to a woman can connote love and attention. In other cases, a touch of a woman's buttocks can indicate amorous feeling and therefore declared as a harassment.

Facial expressions and eye movement

Facial expressions are dynamic features which communicate the speaker's attitude, emotions, intentions, and so on. The face is the primary source of emotions. During oral communication, facial expressions change continually and are constantly monitored and interpreted by the receiver. Examples are: a smile, frown, raised eyebrow, yawn or sneer.

Eye movement is a key part of facial behaviour because the eyes are invariably involved in facial displays. The different forms are observed to be cross-cultural. The frequency of eye contact may suggest either interest or boredom or may even betray dishonesty. The direct stare of the speaker can show candour or openness. Downward glances are generally associated with modesty. Researchers have discovered that

certain facial areas reveal our emotional state better than others. For example, the eyes tend to show happiness, sadness or even surprise. The lower face can also express happiness or surprise; a smile, for instance, can communicate friendliness or cooperation. As for the lower face, brows and forehead are known to reveal mostly anger.

Pause/Silence

A pause or a silence can consist of a temporary vocal inaction revealing the speaker's uncertainty, hesitation, tension or uneasiness. In this context, a pause can also be judgmental by indicating favour or disfavour, agreement or disagreement. Consequently, the non-verbal cue of a pause can give rise to problems when interpreting it because its meaning can vary considerably. It can have a positive or negative influence on the process of communication.

UNIT 9



CULTURE AND NON-VERBAL COMMUNICATION

The differences between the use of verbal elements and the use of non-verbal elements can be described as the difference between doing and communicating about doing. It is believed that non-verbal communication is continuous, while verbal communication is discontinuous. Furthermore, as we have seen, verbal activity never stands alone – it is always joined by non-verbal action. Non-verbal action can be dynamic and spontaneous, but usually it is patterned by the respective culture.

A successful interpretation of non-verbal elements conveyed by the speaker requires the same understanding of the symbols shared between interpreter and speaker. That means, for the understanding and for the correct interpretation of an utterance and its simultaneously conveyed non-verbal elements, it is crucial that there is a shared knowledge of the rules and codes of non-verbal communication, which are embedded in the participants' culture. Therefore, if the participants have a shared understanding of non-verbal meanings, the interpreter can also predict the non-verbal action of the speaker.

Interpreting non-verbal elements: neurophysiologic aspects

There is a biological explanation for the process of interpreting non-verbal elements, for the interpretation of gestures or other signs, as well as for the supposition that this process happens even before the act of interpreting utterances. It has been proved that emotional areas of the brain fire up even as cognitive areas fire up when discussing emotional topics. That means that the emotional areas of an interpreter's brain will work as well as the cognitive areas when the interpreter listens to an angry speaker who raises his voice.

The role of emotional intelligence

The ability of interpreting the meaning of the discourse, the messages that the speaker truly wanted to convey, does not only concern the notion of Intelligence Quotient, but also the Emotional Quotient. The Emotional Quotient stands for emotional intelligence. People who are emotionally intelligent know their strong points and weaknesses. They are able to motivate themselves and others in negative situations. They can work in teams, have leadership-capacities, a good management of time and resources, and most important, they can detect and understand their own as well as other peoples' emotions. The Emotional Quotient and the Intelligence Quotient are two different notions. However, in the act of interpreting, they join together.

Non-verbal communication is not only crucial in a plain daily communication situation but also for the interpreter. Non-verbal communication can take various forms, each of which illustrates or replaces a certain part of the verbal communication. It includes many more elements than one might think at first.

Materials and Symbols

Objectics or object language is a term used to describe the study of the human use of objects such as clothing and artifacts as non-verbal codes. Artifacts are ornaments or adornments that humans display and which have communicative potential. These include hats, hairstyles, automobile, watches, etc.

Dress Code and Colour

Clothing and other adornments communicate one's age, gender, status, socio-economic class, group membership, personality and relation to the opposite sex. Example, wearing of a ring can mean engagement to the opposite sex. In Ghana, the colour of cloths can denote either celebration or mourning. Red connotes mourning while white connotes celebration. A mini skirt can convey amorous message to the opposite sex. Similarly, dress code is prescribed by some business organisations where employees are expected to dress in a particular manner. Business executives often dress in suit when at a business meeting. Flags that nations use have meanings associated with them. The colours of the Ghana Flag as well as the black star symbol are well explained in the textbooks of the country's basic schools. These colours often depict the histories and aspirations of the nations that use them. It is the same with the use of the Coat of Arms of nations.

Symbols and Meaning

There are a lot of symbols that are used to communicate non-verbally. In Ghana, some of these symbols include those used to symbolise the authority of leaders e.g. chiefs; road traffic signs and symbols are used to communicate non-verbally to drivers and pedestrians. At a traffic light, drawings that resemble humans, vehicles, communicate to all the categories

of road users besides the red, amber and green signals that are seen. Individual organisations or institutions as well as nations use symbols to communicate non-verbally to people. For instance, the crests and logos that organisations use have distinct meanings associated with them.

Architectural Designs

There are instances that architectural works are used to communicate. For example, the structure of a building can represent the belief system of the community in which it is found. In some countries, the seat of government may take the shape of a symbol of kingship, authority or historical background.

Communicating With People With Disabilities

Communicating with people with disabilities requires respect and courtesy. There are certain non-verbals that can suggest negativity in the communication process. This can cause a lot of inconvenience and miscommunication with the person disabled. It is therefore important to consider the following:

- When speaking with a person with disability, talk directly to the person, not to his or her aide. This happens in situations where the person disabled has a mobility, speech or cognitive impairment, or is blind or deaf.
- Show common courtesies to people with disabilities just as you would do with normal persons. Initiate a hand shake and where he/she is blind, hold the hand of the person.

- If the person has a speech impairment, have all the patience for the person and do not try to hurriedly suggest words for him/her except when absolutely necessary.
- In interviewing a job for a candidate with a disability, concentrate on what the person has to offer but not what he/she is likely not to be able to do.
- When speaking to a person who is visually impaired, be sure to identify yourself at the beginning of the conversation and announce when you are leaving. Don't be afraid to use common expressions that refer to sight, such as "See you later."
- When one wishes to draw the attention of a person who is hearing impaired, tap the person gently on the shoulder or arm. Look directly at the person and speak clearly in a normal tone of voice. If the person uses a sign language interpreter, speak directly to the person, not to the interpreter.
- When having a conversation with a person who uses a wheelchair, put yourself at the person's eye level. Never lean on or touch a person's wheelchair or any other assistive device. A person's assistive device is part of the person's personal space, and it is disturbing for anyone to have his or her personal space invaded.
- If you are speaking with an individual with a cognitive disability, you may need to repeat or rephrase what you say. If you are giving instructions on how to perform a task, you may also need to give the instructions in writing.

UNIT 10



ETHICS AND PROFESSIONALISM

Unit Objectives:

By the end of this section, the reader should be able to

- Define the term “ethics” and “professionalism” and explain the various schools of thought on ethics.
- Identify the types of code of ethics that govern communication in business organisations and institutions.
- Outline the legal issues that border on communications and business transactions.

The issue of ethics and professionalism is important in communication. Ethical conduct has much to do with professional decision-making. Ethics is a necessary requisite to being called a professional. A professional must be able to properly balance competing values in making decisions that affect both society and the client, especially where personal, societal and cultural values conflict. The term "moral behaviour" is applied in evaluating the personal conduct of a citizen and is judged in comparison to society's norms. The term "ethical behaviour" is applied to that citizen's conduct in professional matters and is judged in comparison to the standards of the profession, which are formally expressed in statements called codes of ethics.

A professional has specialised knowledge that must be applied to serve four entities: the *employer*, the *client* of the employer, the *profession*, and, most importantly, *society*. A professional also has legitimate moral obligations. In addition to the application of technical knowledge and the proper consideration of economic factors, the professional must properly balance the value obligations to each of the four entities. For example, the employee should be loyal to the employer, honest with the client, respectful of the profession, and sensitive to the health and safety of the public. Values such as loyalty, honesty, respect, and sensitivity to public safety are emphasised in professional codes of ethics.

Codes of Ethics

Codes of ethics are the value guidelines that a professional must follow in order to remain registered as a member of the profession. Codes are not a list of do's and don'ts. For example, a code might state that the professional should hold

paramount the safety, health and welfare of the public, or that they should act as faithful agents in professional matters for each employer or client.

Fraud & Misuse

The computer can create a unique environment in which unauthorized activities can occur. Crimes in this category have many traditional names including theft, fraud, embezzlement, extortion and in more recent times '419' and 'Sakawa.' Computer related fraud includes the introduction of fraudulent records into a computer system, theft of money by electronic means, theft of financial instruments, theft of services, and theft of valuable data.

Liability

They should consider the legal aspects of their affirmative promises, their product demonstrations, and their product description. Every word they say may be as legally effective as though stated in writing. Thus, to protect against liability, all agreements should be in writing. A disclaimer of express warranties can free a supplier from being held responsible for any informal, hypothetical statements or predictions made during the negotiation stages.

Implied warranties are also defined by the UCC. These are warranties that are provided automatically in every sale. These warranties need not be in writing nor do they need to be verbally stated. They insure that good title will pass to the buyer, that the product is fit for the purpose sold, and that it is fit for the ordinary purposes for which similar goods are used (merchantability).

Patents and Copyright Law

A patent can protect the unique and secret aspect of an idea. It is very difficult to obtain a patent compared to a copyright. With computer software, complete disclosure is required; the patent holder must disclose the complete details of a program to allow a skilled programmer to build the program. Moreover, a United States software patent will be unenforceable in most other countries.

Copyright law provides a very significant legal tool for use in protecting organisational properties both before a security breach and certainly after a security breach. This type of breach could deal with misappropriation of data, computer programs, documentation, or similar materials. For this reason, the information security specialist will want to be familiar with basic concepts of copyright law.

Trade Secrets

A trade secret protects something of value and usefulness. This law protects the unique and secret aspects of ideas, known only to the discoverer or his confidants. Once disclosed, the trade secret is lost as such and can only be protected under one of the following laws. The application of trade secret law is very important in the computer field, where even a slight head start in the development of software or hardware can provide a significant competitive advantage.

Laws and Legislation

The foundations of all secure systems are the moral principles and practices and the professional standards of all employees of the organisation, i.e. while people are part of the solution,

they are also most of the problem. The following issues are examples of security problems which an organisation may have to deal with:

Meta-ethics is about how we understand, know about, and what we mean when we talk about what is right and what is wrong.

Meta-ethics came to the fore with G.E. Moore's famous work *Principia Ethica* from 1903. In it, he first wrote about what he called the *naturalistic fallacy*.

Types of Ethics

Normative ethics

Normative ethics (also known as moral theory) was the study of what makes actions right and wrong. These theories offered an overarching moral principle one could appeal to in resolving difficult moral decisions. This is the basis of personal principles that individuals develop as their code of ethics.

Socrates (469 BC – 399 BC) was one of the first Greek philosophers to encourage both scholars and the common citizens to turn their attention from the outside world to the moral theory of ethics. Aristotle, on his part, asserted that man has three natures: vegetable (physical/metabolism), animal (emotional/appetite) and rational (mental/conceptual). Physical nature can be assuaged through exercise and care, emotional nature through indulgence of instinct and urges, and mental through human reason and developed potential. Rational development was considered the most important essential to philosophical self-awareness and as uniquely human.

Applied ethics

This is a discipline of philosophy that attempts to apply ethical theory to real-life situations. The discipline has many specialised fields such as Engineering Ethics, bioethics and business ethics.

Applied ethics is used in some aspects to determine public policy. The sort of questions addressed by applied ethics include: "Is getting an abortion immoral?" "Is affirmative action right or wrong?" "What are human rights, and how do we determine them?" "Do animals have rights as well?" and "Do individuals have the right of self-determination?"

Professional Ethics

Professional ethics is a set of practices and philosophy to guide members of a given profession to act in a manner consistent with the values and standards as established by the members of the professional body. Examples include the Military, Teaching, Medicine and Legal professions. To actively clarify and enforce these conditions rigorously in its administrative structure, Military ethics is evolutionary and the administrative structure is modified as new ethical perspectives consistent with national interests evolve.



BIBLIOGRAPHY & FURTHER READING

Arredondo, L. (2000). *Communicating Effectively* (The Briefcase Books). 1st Edition, 240 pp.

ISBN-10: 0071364293, McGraw-Hill.

Beamer, L. (2011). *Intercultural Communication in the Global Workplace*. 5th International Edition, 503 pp., McGraw-Hill.

Becker, E.F. & Wortmann, J. (2009). *Mastering Communication at Work: How to Lead, Manage and Influence*. 1st Edition, 240 pp. **ISBN-10:** 007162502X, McGraw-Hill.

Bolton, R. (1986). *People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts*. 324 pp.

ISBN-10: 067162248X, Touchstone.

Brounstein, M. (2001). *Communicating Effectively for Dummies*. 1st Edition, 388 pp. **ISBN-10:** 0764553194

Carnegie, D. (1998). *How to Win Friends and Influence People*. Special Anniversary Edition, 288 pp., Gallery Books.

Detz, J. (2000). *It's Not What You Say, It's How You Say It: Ready-to-Use Advice for Presentation, Speeches, and Other*

Speaking Occasions, Large and Small. 1st Edition, 192 pp.
ISBN-10: 0312243057, St Martin's Griffin.

Ekman, P. & Friesen, W.V. (2003). "Unmasking the Face: A Guide to Recognizing Emotions from Facial Clues." Malor Books, California.

Guffey, M.E. (2010). Business Communication: Process & Product. 7th Edition, 672 pp. ISBN-10: 053846626X, South-Western College Pub.

Kaczmarek, S. & Locker, K. (2010). Business Communication: Building Critical Skills. 5th Edition, 576 pp.
ISBN-10: 0073403156, McGraw-Hill/Irwin.

Lehman, C.M. & Dufrene, D.D. (2010). Business Communication. 16th Edition, 656 pp. **ISBN-** 0324782187, Cengage Learning.

Lukas, S. (2011). The Art of Public Speaking. 11th Edition, 480 pp. **ISBN-10:** 0073406732, McGraw-Hill.

Maltz, D.N. & Borker A.R. (1982). "A cultural approach to male-female miscommunication."

McKay, M., Davis, M., & Fanning, P. (2009). Messages: The Communication Skills Book. 3rd Edition, 360 pp.
ISBN-10: 1572245921, New Harbinger Publications.

Mehrabian, A. (1971). "Silent Messages" (1st ed.). Wadsworth, Belmont, California.

Munter, M. & Haley, T. (2008). Guide to Managerial Communication (Guide to Business Communication Series). 5th Edition, 208 pp., Prentice Hall.

Shwom, B.G. & Snyder, L.G. (2011). Business Communication: Polishing Your Professional Presence. 1st Edition, 600 pp. **ISBN-10:** 0136078079, Prentice Hall.