



**Chapter 1
Lecture Slides**

Establishing a Framework for Business Communication

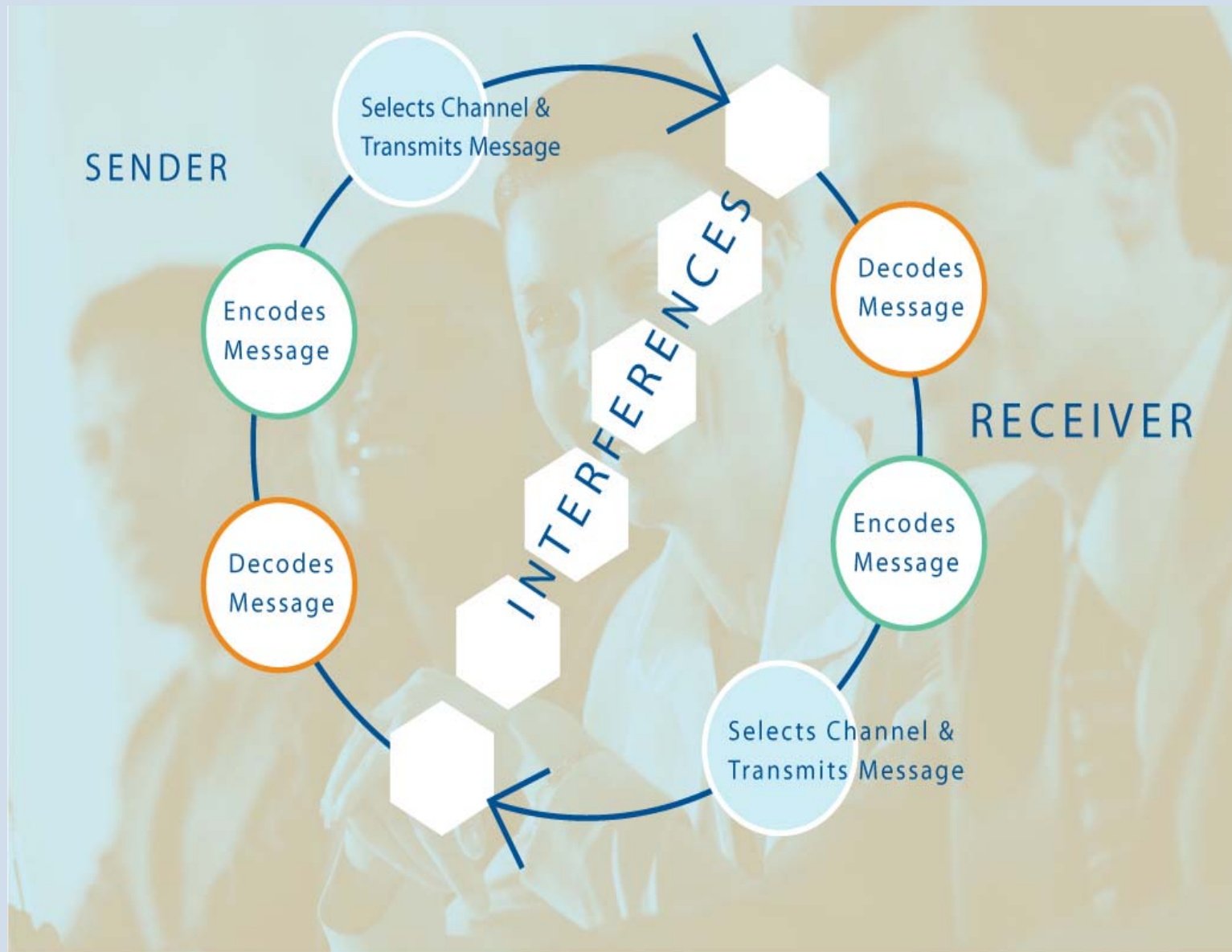
Business Communication, 15e
Lehman and DuFrene

Purposes of Group Communication

- Achievement or task purpose
 - To serve in a decision-making or problem-solving group
 - To get the job done
- Maintenance or social purpose
 - To assist in the betterment of individual members from a behavioral point of view
 - To develop group morale



Communication Process Model



Communication Channels



TWO-WAY,
FACE-TO-FACE

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

Advantages: Instant feedback, nonverbal signals, personal connection

Special considerations: Usually appropriate for conveying sensitive or unpleasant news



TWO-WAY,
NOT FACE-TO-FACE

Examples: Telephone conversations, online chats

Advantages: Instant feedback, real-time connection

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



ONE-WAY,
NOT FACE-TO-FACE

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

Advantages: Message considered more permanent and official

Special considerations: Lacks both nonverbal elements and instant feedback, so possible confusion must be anticipated and prevented

Barriers to the Communication Process

- Differences in _____ level, experience, and culture
- Physical issues, such as _____ or room temperature
- Mental distractions, such as developing a response instead of _____



Levels of Communication



INTRAPERSONAL

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

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



INTERPERSONAL

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

Examples: Supervisor and subordinate, two coworkers



GROUP

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

Examples: Committee or college class

Continued

Levels of Communication



ORGANIZATIONAL

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

Examples: Company or organization



PUBLIC

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

Examples: Media advertisement, website communication

Communication Channels

- **Formal system**
 - Rules procedure
 - Created by management to control individual and group behavior



- **Informal system**
 - Emerge as people interact within a formal system to create a satisfying environment

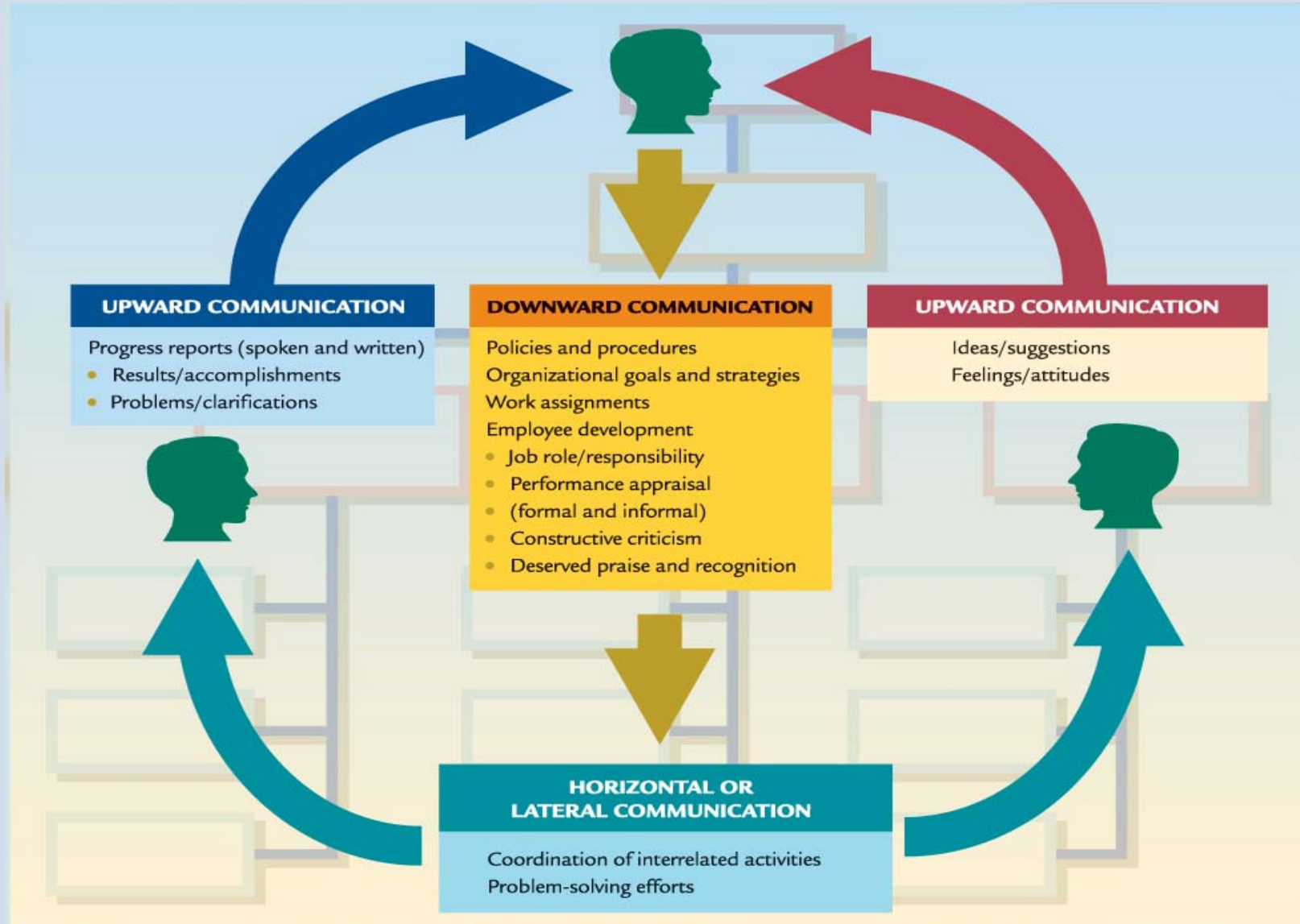


Grapevine: An Informal Communication Channel

Truth

1. Grapevine is _____ or _____ accurate than other communication channels
2. Message distribution is _____ rather than linear in nature

Flow of Information Within an Organization



Strategic Forces Influencing Business Communication

LEGAL & ETHICAL CONSTRAINTS

- International Laws
- Domestic Laws
- Code of Ethics
- Stakeholder Interests
- Ethical Frameworks
- Personal Values

CHANGING TECHNOLOGY

- Accuracy and Security Issues
- Telecommunications
- Software Applications
- "High-touch" Issues
- Telecommuting
- Databases

BUSINESS COMMUNICATION

DIVERSITY CHALLENGES

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

TEAM ENVIRONMENT

- Trust
- Team Roles
- Shared Goals and Expectations
- Synergy
- Group Reward
- Distributed Leadership

Four Dimensions of Business Behavior



DIMENSION 1
Behavior that is illegal
and unethical

DIMENSION 2
Behavior that is illegal,
yet ethical

DIMENSION 3
Behavior that is legal,
yet unethical

DIMENSION 4
Behavior that is both
legal and ethical

Diversity Challenges

- International
- Intercultural
- Intergenerational
- Gender



Barriers to Intercultural Communication

- Ethnocentrism
- Stereotypes
- Interpretation of _____
- _____ space requirements
- Body language
- Translation _____
- Lack of language training



Impacts of Technology

- Collect and organize data better
- Craft clearer and more effective messages
- Overcome distance issues
- Raise legal and ethical issues



Team Environment— Organization of the Future

Small group with complementary
skills, working together for a
common purpose

**A Way to Remain Competitive
in a Global Market**



Synergy


$$1 + 1 = 3$$

**The whole is greater than
the sum of the parts.**

Benefits of Work Teams



- Make workers happier by causing them to feel they are shaping their jobs
- Increase efficiency by eliminating layers of managers passing down orders and monitoring performance
- Enable a company to draw on the skills and imagination of the whole workforce

Communication Patterns for Successful Teams

- Trust-building changes _____ patterns
- _____ meetings educate employees
- _____ leadership involves management and employees
- Information flows _____ to management, down to workers, and _____ among teams

Important Team Skills

- Problem-solving and goal-setting
- Conflict resolution
- Distributed leadership
- Commitment to evaluate the group process
- Ability to understand needs of coworkers
- Effective communication
- Ability to deal with barriers

