

PAPER NO. CS 13

SECTION 1

CERTIFIED SECRETARIES (CS)

BUSINESS COMMUNICATION

STUDY TEXT

KASNEB SYLLABUS

GENERAL OBJECTIVE

This paper is intended to equip the candidate with the knowledge, skills and attitude that will enable him/her to communicate effectively in an organisation

LEARNING OUTCOMES

- Develop strategies for effective communication in an organisation
- Demonstrate skills in preparing and presenting reports
- Demonstrate effective communication skills
- Apply information technology in communication

CONTENT

1. Nature of communication

- Definition of communication
- The communication process
- Formal and informal communication
- Internal communication
- External communication
- Principles of effective communication
- Methods of communication
- Communication systems
- Principles of interpersonal communication
- Barriers to, effective communication

2. Written communication

- Rules of effective writing
- Business transactions documents: Catalogue, Invoices, purchase order.
- Good received note, debit note, credit note, etc.
- Memorandum
- Forms and questionnaire design
- Circulars and newsletters
- Notices and advertisements
- Publicity materials
- Graphic communication

3. Business correspondences

- Receiving mails
- Sorting and classification of mails Filing mails
- Storage and retrieval of mails
- Dispatch of mails
- Postal and courier services

4. Oral communication

- Meaning of oral communication
- Effective listening
- Interviews
- Interpersonal relationships
- Persuasion process
- Assertiveness

5. Nonverbal Communication

- Introduction to nonverbal communication
- Importance of nonverbal communication
- Elements of nonverbal communication

6. Public speaking and Presentation

- Presentation skills
- Presentation aids
- Selecting a topic
- Testing the topic
- Analyzing the audience
- Analyzing the occasion
- Researching on Topic
- Public speeches
- Organizing and outlining the speech
- Principles of organizing speech
- Patterns of organization
- The speech introduction
- Characteristics of good delivery and types of delivery of speeches

7. Group and Team Communication

- Group's communication skills
- Communication networks
- Public discussion format: panel discussion and symposium
- Team communication
- Meetings

8. Report writing

- Types of reports
- Qualities of an effective report writing
- Uses of reports
- Format of written reports
- Preparation of formal reports
- Precise writing and executive summaries

9. Proposal writing

- Types of proposals
- Uses of proposals
- Contents of proposals
- Preparation of formal proposals

10. Information technology and communication

- Communication networks: internet, Intranet and extranet
- Teleconferencing and videoconferencing
- Wireless technologies
- Social media

11. Ethics in communication

- Ethical issues in communication
- Significance of ethical communication
- Factors influencing ethical communication
- Ethical dilemmas in communication
- Guidelines to handle communication ethics dilemmas
- Emerging issues and trends

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CHAPTER ONE

NATURE OF COMMUNICATION

INTRODUCTION

Communication (Definition)

- ✓ Refers to the transmission or exchange of information between two or more persons .The information emanates from the **source** to **the destination** and eventually back to the source in the form of **a feed back**. The information being exchanged is referred to as **a message** and the process develops to a communication process.
- ✓ Communication is all about sending and receiving information. It is in its simplest sense a human relationship involving people who come together to share, to dialogue and to continue. **Peter Little defines communication** in his words “ **communication is the process by which information is transmitted between individuals and or, organizations so that an understanding response results**”
- ✓ William Scott in his organization theory defines communication” **Administrative communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting action which will accomplish the organizational goals**”

Effects of poor communication

- Confusion
- Mistakes
- Wastage
- Accidents
- Frustrations
- Low morale and lack of motivation
- Strikes and unrest
- Poor transfer of information
- Feeling of dissatisfactions

The purpose of communication in business

1. Inform others and being informed
2. Evaluating an organizations input & output
3. Directing others and being directed
4. Influencing others and being influenced
5. Integrating management functions.
6. Facilitating internal and external communications.

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The importance of communication

1. Better performance
2. efficiency and timely delivery
3. improved customers relations
4. creation of better business prospective
5. better management
6. harmony among employment
7. coordination
8. proper resource utilization
9. Building of business reputation

Areas of emphasis when defining communication

- i) The process of communication involves communication of ideas.
- ii) The ideas should be accurately replicated ie .reproduced in the receiver's mind.
- iii) The transmitter is assured of the accurate replication of ideas by feedback.
- iv) The purpose of any communication is to elicit action.

Note:

- ✓ The above definition covers almost all aspects of communication but should also include two important aspects
 - i) The concept of idea should be adequately enlarged to include.
 - ii) Even in the administrative communication the purpose may not always be to elicit action but to
 - Seeking information
 - Persuading others etc.
- ✓ All communication has to be originated produced, transmitted, received and understood.
- ✓ The main aspects of communication which need to be considered are;
 - The source of communication i.e... the message – (sender)
 - The contents of communication is produced eg dictation – (Message)
 - The method of transmission e.g... faxing (channel)
 - The process involved in receiving e.g... mail handling
 - The destination of the communication i.e..recipient. (receiver)
 - The understanding of the communication (feedback)
- ✓ We can therefore conclude that communication exists when,
 - i) there is a person (a sender or transmitter) desirous of passing on some information
 - ii) There is another person (receiver) to whom the information is to be passed on.
 - iii) The receiver partly or wholly understands the message passed on to him (message)
 - iv) The receiver responds to the message (feedback)

Forms of communication in a business venture

a. With Customers

- ✓ Most of the communication with customers is one way i.e... through;
 - i) advertisements
 - ii) direct mail
 - iii) sales promotions etc
- ✓ one can experience a two way communication with customers when;
 - i. there is physical contact with customers
 - ii. telesales
 - iii. questionnaires
 - iv. taking orders or deliveries
 - v. dealing with complaints

b. With Staff

- ✓ communicating with staff occurs when
 - i. delegating tasks
 - ii. appraising performances
 - iii. Resolving grievances EST

c) Communicating with supplier

- i. placing orders
- ii. dealing with returns outwards/ or replacements
- iii. dealing with payments
- iv. accounts reconciliation (creditors)

d) Communicating with owners

- i) Annual reports –AGM
- ii) Monthly or weekly returns for small organization.

e) Communicating with the community

- i. Involvement in various projects i.e... community projects
- ii. environmental issues
- iii. marketing activities
- iv. Employment issues.

The importance of effective communication in business

I. Set up and establishment of a business

- ✓ Communication may be described as the lifeblood of business. No business can develop in the absence of effective internal and external communication.

II. Management

- ✓ Communication is a vital tool of management the potentials of communication as a management tool are so great and include.
 - Favorable dealing with outside companies
 - Effective relationships within an organization
 - Conducting effectively the functions of the organization

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- Controlling and coordination in order to meet the organizational goals and objectives
- Maintaining external relationships with customers and suppliers

III. Organization Structure

The structure of the organization and delegation/ consultancy

- The leadership style of management adopted by the organization will have significant impact on the amount and effectiveness of the communication.
- A democratic style of leadership involves junior people in the organizational decision making process to varying degrees, this requires a two-way communication for the structure to be effective
- Organizations with autocratic leaders are likely to have less communication and much of it one way I.e...Down ward communication.

IV. Motivation

- Motivation techniques have changed in the recent years. Although money is still perceived as a chief motivator, non-financial methods have taken over and relate to communications & job design
- Effective communication is currently the chief motivator and generates excellent relationship between employers and employees

V. Decision making

- Communication in an organization not only receives records and processes information but also communicates this information to management to enable the management make effective and timely decisions with regard to, directing controlling and coordinating the activities of the organization.

VI. Implementation of change

- Effective communication is an essential element of business success. It enables change implementation encourages and develops commitment to the business from employees at all levels within the organization.

VII. Appointment and promotion of employees

- Through communication the right staff can be solicited for and facilitate development of promotional policies in an organization.

VIII. Communication to the outside.

- Effective communication enables the organization creates good link with stake holders, the media & suppliers generating related benefits.
- Access to relevant information is possible to allow proper planning, prioritizations, co-ordination and controlling.

The benefits of effective communication with stake holders

a. The suppliers

- i. Through communication prompt supply can be achieved increasing profitability in production.
- ii. Good communication increases efficiency and effective delivery of support services e.g... Credit facilities and good will.
- iii. Any differences or misunderstanding can be sorted effectively and satisfactory on each party.

b. The customers

- Communication facilitates understanding of;
- Customers needs and satisfaction level
- Product quality based on feed backs
- Distribution channels which meet requirements
- Pricing decisions
- Packaging requirements
- Segmentation requirements.

c. Employees

- i. Good communication facilitates
- ii. motivation in the working environment
- iii. high level performance
- iv. minimization of wastage
- v. Meeting targets and organization goals.

d. General public

- i. good communication creates
 - ii. awareness of social changes
 - iii. environment of recruiting quality staff
 - iv. achieving profitable sales
- v. creating good will of the business through community project participation

e. Other stake holders

- communication enhances other relationships of other stakeholders such as;
 - i. competitors
 - ii. Other business companies e.g... insurance companies
 - iii. the government departmental
 - iv. financial institution

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The Communication Process

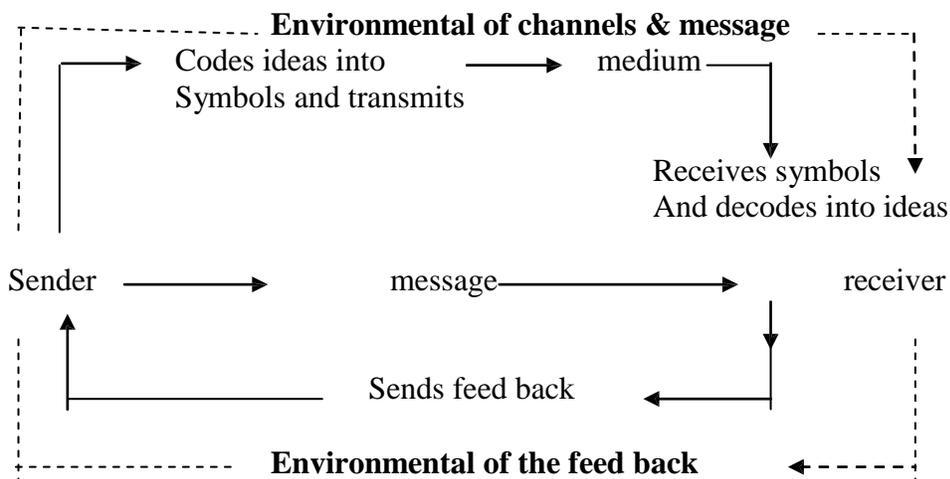
Definition:

A communication process refers to the transmission mechanism of transferring information from the sender via a medium to the receiver and obtaining feedback to confirm understanding of the message communicated.

The communication process constitutes the following element

- i) The sender
- ii) The message.
- iii) The medium
- iv) The receiver and
- v) The feedback
- vi)

The process can be illustrated as below.



1. Sender

✓ The sender has certain functions to perform when the communication process is to work smoothly. The receiver role include:

- i. Clarify the message (information) being sent.
- ii. Choose a language that will be understood by the receiver
- iii. Code the idea/ information into the language or symbol he intends to use bearing in mind clarity
- iv. Appreciate the receiver and his circumstances
- v. The message must be pitched to the level of understanding of the receiver not so high that would render the receiver failing to group meaning and not too low as to insult the receiver.
- vi. The sender must decide on the symbols he is going to use – in communication the most commonly used symbols are words figures, body movement or signs.

- vii. Close contacts, tones of voice or facial expressions convey certain attitudes of the sender or message and he/she should decide.
- viii. The sender has to decide on the medium to use (means of transmitting) e.g... Telephone writing EST.
- ix. The sender must decide on the channel he will use (the channel is the route which the message will reach the receiver – delivered by hand written members.
- x. The sender has a responsibility for the quality of the transmission of the message e.g... Speaking clearly or writing clearly or announcing clearly.

2. The message

- ✓ Having been coded from the ideas of the sender into symbols (words, figures est.) the message is taken up by the medium and passed along its selected route.
- ✓ The route of a message involves a particular environment e.g...
 - The oral message follows the route of sound words, noise EST...
 - Written memos go through the physical environment of the organization as it moves.
 - Wireless medium are now accessible to many

3. The receiver

- ✓ This is the person that the sender wishes to reach with his message. He/She receives the message and decodes the symbols back into ideas. Once the message has been correctly received and understood, the receiver will perceive the idea or image of the sender's.
- ✓ Normally the receiver will send back a message to the sender to confirm through feedback. For this feedback the sender will usually be able to determine how his message was understood.
- ✓ Where the understanding is poor he will have to;
 - Retransmit
 - Alter the level of the pitch (to facilitate understanding)
 - Change the medium
 - Change the channel in case there were problems.
- ✓ Only when the sender receives a positive feedback can it be measured that the transmission of the message was effective.

4. The medium/Channel

- ✓ Refers to how the message is passed they include:-
 - i. Verbal or oral medium
 - ii. Written medium

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- iii. Non-verbal
- iv. Visual
- v. Audio visual

5. Feedback

- ✓ Refers to the response from the receiver that the message has been understood.

The Problems in the Communication Process

- ✓ Any problems in the communication process means ineffective communication – or no communication
- ✓ Any obstacles in the communication process may lie on.

1. Networks– a communication network embrace only those who need the information and feedback to achieve their objectives

- It is important to update the membership to avoid any breakdown in the communication process
- **Load-** the concept of load is related to the speed and nature of information it should be simple in nature without the problem of; overload/under i.e...A situation where the receiver is loaded with greater quantities and complex information the system cannot handle and under – load – a situation where the receiver could handle a higher quality and quantity of information.

2. Medium and content

- It is crucial that management select the appropriate medium eg Written oral or visual.
- A wrong selection can impede on effective communication and the content of a message be inadequate and inappropriate. This can be achieved though.
 - i. Not using long words where short words can do
 - ii. Use the right English word appropriately instead of jargon
 - iii. Where a word ought to be left out do so
 - iv. Never use the passive tense where you can use active – passive language is more direct and honest e.g...
 - “Action was taken this morning” (passive)
 - I took action this morning” (active)

3. Inter personal problems

- ✓ some of the most serious problems experienced in the communication process arises from the attitudes
 - Lack of willingness to communicate especially secretive people and those who use information as a tool of power.
 - Or fear especially where communication involves junior people to senior staff
(upward communication)
 - Preconception on the part of the transmitter or receiver especially in situations where people have different backgrounds and experience, who tend see and interpret things differently.

Guidelines of effective communication

1. the message sender must clarify in their mind what they want to communicate and make a plan to achieve the intended result
2. Effective communication requires that encoding and decoding be done with symbols that are familiar to the sender and the receiver of the message-avoiding unnecessary technical jargon.
3. The planning of the communication should not be done in vacuum – involve all concerned persons and do extensive consultation.
4. It is important to consider the needs of the receiver of the message and any communication is of value in the short and long run.
5. In communication the tone of voice, the choice of language is important and must be compatible with the message re-laid.
6. There should be a two way communication. The receiver should not only send feedback but also request for clarifications or ask questions
7. Develop sensitivity to the needs and feelings of others when communicating especially where the gap is wide.
8. effective communication is a responsibility not only to the sender but also to the receiver of the information thus developing effective listening adds effectiveness to communication
9. Solve the problem of load either by redesigning the organization so as to reduce load at heavily committed points or arranging queering system as to deal with messages sequencing.
10. One should be brief in the message sent and allow simplicity and a direct style of communication.
11. Accuracy and precision, facilitates selective message transmission by sending what is needed to be communicated.

The Objectives of Communication

1. Information

- One of the most important objectives of communication is passing and receiving information together with keeping records of information.
- The information on the following aspects is vital for efficient operations of a

business organization

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Information about the product or service as to understand

- the customers satisfaction
- the customer's needs response
- meeting latest trends
- information about availability of credit
- information about availability of raw materials
- information about government rules and regulation
- information about technology development
- information about changing market trends
- Information about the competitors and changing trends in competition.

2) For planning purposes on;

- i) job assignments and procedures governing production
- ii) decision making
- iii) development and growth of the organization
- iv) environmental development
- v) marketing strategies
- vi) Countering competition.

3) To meet the organization goals such as;

- i) profitability
- ii) sourcing for investment capital
- iii) social responsibility
- iv) the organization structure
- v) Customer satisfaction.

4) For internal operations

The internal information includes:-

- i) Production
- ii) Sales and marketing
- iii) Staff members on recruitment promotions and other appraisals
- iv) The efficiency and reliability of operations.

5) Competitive information.

Involves understanding the

- i) rival companies, operations and weakness
- ii) the strategies, strengths and weaknesses
- iii) technological and marketing strengths

6) Environmental information such as – political, social, economic, culture, climatic and geographical information.

The sources of information

- i) old files – provide a great deal of internal information
- ii) observations
- iii) mass media
- iv) chambers of commerce
- v) meeting seminars and conferences
- vi) personal interviews
- vii) questionnaires
- viii) trade fairs and exhibitions
- ix) The internet

Important examination questions

- 1 a) Define communication (3mks)
- b) Discuss the main aspects of communication (6mks)
- c) Discuss the importance of a good communication (11mks)
- 2 a) “The single most significant characteristics of the human race is the ability to communicate” Discuss (20mks)
- 3 a) “Communication is the sum of all things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning . It involves a systematic and continuous process of telling, listening and understanding” Discuss (20mks)
- 4 a) Describe briefly the main objectives of communication (11mks)
- b) Write short notes on the following
 - i. Information for planning (3mks)
 - ii. Internal information (3mks)
 - iii. Environmental information(3mks)

Business Communication

- ✓ Def. Refers to the communication within an organization (internal) & to the outside world (.External communication)
- ✓ Business communication is affected by factors such as
 - Globalization of business
 - Increase in workforce diversity
 - Increased value of information
 - Persuasiveness of technology
 - Reliance on teamwork
 - Evolution of organizational structure
 - Barriers to effective communication
- ✓ Success in business today one needs ability to communicate with people both inside and outside the organization

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- ✓ Effective communication occurs when others understand the message correctly and the feedback is that which is expected.
- ✓ **Effective communication helps manage**
 - Workflow
 - Improve business relationship
 - Enhances professional image good will
 - Connects the company with all stakeholders and groups affected e.g... Customers, employee's etc.
 - Facilitates quicker problem solving
 - Stronger decision making
 - Increased productivity
 - Steadier work force
 - Stronger business relationships
 - Meeting the organizations goals

Forms of Business Communication

- ✓ Business communication takes three main forms namely:
 - i. Internal communication
 - ii. External Communication
 - iii. Communication networks

The increasing value of business information. –

- ✓ the value of information is competitive in business world on
 - Competition for skilled workforce, raw materials and control of markets shares
 - Competitive insights such as competitor's strengths and weakness.
 - Customer needs so as to maintain customs royalty and increase sales
 - Regulations and guidelines which cover government requirements on employment production, market requirements etc.

Questions

- 1
 - a) Discuss the role of business communication
 - b) What are the benefits of effective communication?
 - c) Outline the increasing value of business information.

Media of communication.

Definition -Refers to the ways or path through which information is passed. They include:-

- Oral communication or verbal communication
- Non-verbal communication
- Written communication (non- verbal communication)
- Visual communication
- Audio – visual communication
- Electronic communication.

1. Oral or verbal communication

- ✓ It includes face to face conversations, telephone conversation, radio broadcasts, interviews, group discussions, meetings, conferences and seminars, announcements over public addresses system, speeches est.
- ✓ It refers to the exchange of information the use of words in a language understood by the both the sender and receiver of the message.

The merits of oral communication

1. Oral communication saves on time facilitating quick action.
2. oral communication saves on costs of printing sending e.tc
3. speech is a more powerful means of persuading and controlling
4. Conveys various shades of meaning through variations in tone, pitch and intensity of voice (efficacy) which written communication cannot achieve.
5. feedback in immediate
6. Clarification is obtainable and generates good relationship between senior staff and junior staff.

The limitations of oral communication

1. Distance and lack of mechanical devices may limit oral communication
2. Oral communication may not be suitable in conveying lengthy messages
3. Oral messages cannot be retained for a long time
4. Oral messages do not have legal validity unless taped as part of a permanent record.
5. Easily miss-understood especially when dealing with a large audience.
6. In oral messages responsibilities for mistakes in any cannot be specifically assigned.

Essential of effective oral communication

1. Clear pronunciation i.e. clear pronunciation of words and correct use of words.
2. Brevity i.e... the message should be brief and concise
3. Conviction i.e...The person must be convinced of what he/she is saying lack of it will cause lack of confidence.

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4. Precision makes oral communication very effective.
5. logically sequence reduces any confusion that may arise
6. appropriate word choice
7. avoiding hackneyed phrases such as “ what I mean” “do you follow” “I see” isn’t it”
8. Natural voice should be used at all times.

Important guidelines of giving oral instructions

1. Do not assume that the listener has prior knowledge about the subject
2. Select a suitable time of giving instruction.
3. organize the instruction so that they make sense to the listener
4. use simple clear, concise and accurate language
5. do not give any irrelevant or un important details
6. carefully watch the listener expressions to assess success
7. allow questions from your listeners
8. Repeat complicated instructions.

Charnels of oral communication

1 Face to face communication

- **Refers** to the process of exchanging information when both the receiver and sender are in a physically close to each other
 - ✓ Appears identical with oral communication. However it is possible to identify situations in which the two may be distinguished.
 - ✓ Telephonic conversation is oral but cannot be called face-to-face communication. Face to face communication brings the two parties together with facial expressions, shaking of hands and other contract features prevail.

Merits of face to face communication

- facial expression and gestures facilitate better communication
- discussions results are best when oral discussion is used
- facilitates prompt feedback and action
- Provides the two parties a situation to adjust for better or clarify issues promptly.

Limitationsof face to face communication.

- Difficult to be practiced in large organizations especially where departmental locations are at a distance.
 - In effective when communicating parties have pre-formed attitudes.
 - In effective where the listener is not attentive.
- i. Telephone conversation – refers to use of telephone call to convey messages
 - ii. Radio broadcasts – the passing of information
 - iii. Interviews

- iv. Group discussions v.
meetings
- vi. Conferences
- vii. Seminars

2. Non-verbal Communication

- ✓ Refers to the process of passing information without the use of words.
- ✓ Typical examples include ,
- ✓ Silence, written communication and body language.

- **Silence**

- ✓ Silence is the most eloquent way of non-verbal communication
- ✓ Silence can express
 - i) acceptance
 - ii) meeting of strangers iii)
refusal
 - iv) disapproval v)
anger
 - vi) resentment
 - vii) Lack of interest.

3. Written Communication

- ✓ Refers to the process of passing information through writing and the receiver has to read the message in order to understand. The most common means of written communication include:-
 - i. Letters ii.
Memos iii.
Minutes iv.
Reports
 - v. Notice etc

Advantages/Merits of written communication

- i. It is accurate and precise
- ii. It can repeatedly be referred to iii.
It is a permanent record
- iv. It is a legal document
- v. It facilitates assigning responsibilities vi.
It has a wide access

Disadvantages/ Limitations of written communication

- i. It is time consuming ii.
It is costly
- iii. Immediate clarification is not possible
- iv. Communication is only to those who are educated i.e. read and write

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Essential of effective communication

- Clarity
- Completeness
- Conciseness
- Considerations
- Courtesy
- Correctness

4. Body Movement e.g... facial expressions

- ✓ A facial expression is non- verbal communication element also referred to as the body language by George Terry – it includes.
 - i. Rolling
 - ii. Shrinking
 - iii. Winking
 - iv. Twinkling
 - v. Frowning
 - vi. Twisting the lips
 - vii. Wobbling the head
 - viii. Movement of the hands etc

5. Visual Communication

- Includes gestures and facial expressions, tables and charts, diagrams, posters, slides film etc.
- Mime is an old art in which ideas and emotions are communicated through facial expressions and gestures.
- Road signs are typical examples of the use of visual communication
- Visual communication can be used to transmit simple ideas, orders, warnings etc
- ✓ It is more effective when used with other media, example when one combines a diagram with written communication .

6. Audio Visual Communication

- Makes use of
 - telecasts
 - Short films on cinema screens
 - Video tapes and discs
 - Power point.
- Combines sound and sight and with latest use of written information
- Explanations, narrations and interpretations make visual communication more effective.
- The information passed normally would stay in the mind longer.
- It is suitable for mass publicity and education
- The production must be of greater equity.

7. Electronic Communication

- ✓ Is communication by use of electronic equipment such as computers and televisions? Electronic communication has greatly facilitated.
 - i) electronic banking
 - ii) electronic publishing
 - iii) electronic ticketing
- ✓ the use of satellite communication via television and cables has transformed the world into a global village
- ✓ By use of a computer one can communicate directly with other person using a computer too. The computer uses tiny pulses of electricity along cable representing digital code which code and decode the pulses to communicate information in seconds.
- ✓ the information will be in the form of.
 - words
 - symbols
 - photograph
 - diagrams
 - moving pictures
 - speech or music
- ✓ computers can also communicate directly with other electronic devices that use digital technology such as;
 - digital telephones
 - digital cameras
 - image scanners
- ✓ The internet is an international network of computers and similar electronic machines, linked by the wires, cables, radio-Waves and satellites of telecommunication systems.
- ✓ The system converts and carries signals between computers in the same way that it carries the sounds of telephone calls.
Information exchanged in the net can be in the form of words, pictures, and diagrams sounds moving, images etc
- ✓ Other parts such as the World Wide Web (www) provide millions of pages of information available to millions of people.
The World Wide Web(www or the net) is part of the internet. It is made up of a huge number of inter-linked documents containing pages of information.
- ✓ Visitors or clients access the web using a piece of software called **web browser**. The internet service provider provides (ISP) may provide browser software, but it is also widely available elsewhere .With a browser the client can go directly to a known page, address- identified by its URL (i.e... the unique resource location.)

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Electronic Mail

- ✓ Electronic mail (e-mail) is a process by which one person can exchange messages with other people entirely on computers
- ✓ Actually E-mails do much the same as ordinary mails except for the fact that email only uses electronic communication i.e...Computers.
- ✓ The most basic form of email is where one computer is connected to another via a telephone

Types of E-email

a) Internal e-mail

- Operates within an organization. It is usually on a local area network (LAN) based mail system.
- Messages may be passed amongst network computer user's e.g. Replacement of internal memos etc. – it is normally suitable for large organizations.

b) External E-mail

- Enables individuals or organizations to communicate with other individuals or organization anywhere in the world.
- This is achieved using one of the external e-mail networks such as CompuServe, MCI mail six and the internet. The internet is the most popular and commonly used network
- The advantage of a commercially run online e-mail service is that you don't need your own network so the amount of management time required to look after it is minimized.

Equipments (hardware and software) required.

- ✓ All e-mails require some sort of communication software, depending upon what it is required to do. .Arrange of software is available, each has its own standard ways of working, but a basic e-mail system should provide the key services of;
 - i) identifying the recipient of the message
 - ii) locating the receiver
 - iii) finding a route along which the message can be sent
- ✓ The basis of internal mail system is usually a LAN – where the users long to access the mail software. Using external e-mail via a network such as the internet requires the use of a pc, a modem and an account with the service provider.

Addressing E-Mail

- ✓ In e-mail each user has a unique mailing address all e-mail addresses should be typed entirely in lower case letters (no capitals)
 - Each address identifies the user and their “ domain”
 - The user's name comes before and @ symbol.

Advantages of E-mail

1. E-mail messages can be sent to the recipient's mailbox at any time and at the sender's convenience.
2. e-mails are quick to deliver information
3. Confirmation of receipt is possible
4. Provide evidence of communication and can be used as evidence
5. Can transfer large sums of information.
6. Cheaper to send information
7. E-mails are more flexible than fixed information.
8. Efficient in disbursing information to many people
9. Use of E-mail requires minimal training.

Disadvantages

1. expensive to install
2. busy offices may not fully utilize its use
3. companies tend to over look training on its use
4. tends to exclude others (personalized)
5. use of E-mail may result to time wasting by staff on non-official use of PC
6. mail server may crash
7. System error may affect the entire delivery of important mail.

Video Conferencing

- ✓ Describes a range of activities made possible by development in telecommunication technology.
- ✓ The basic idea is that users can see each other and share information in various forms without having to be on the same location i.e... meeting or traveling
- ✓ It provides a person- to person contact at a distance which is essence is

A reduction in travel costs

- A reduction in travel costs
- A saving of time
- Facilitates meeting of people at different locations
- Access to expertise in remote areas
- Increases availability of personnel
- Increases efficiency and productivity

Communication Policy

Definition of Policy

- ✓ A policy is a concise formal statement of principles which indicate how an organization will act in particular area of its operations e.g. communication

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- ✓ These principals are derived from and shaped by the law and regulations that govern that organization, the national standards & the community expectations together with the values, vision and mission of the organization.
- ✓ It is the role of any policy to;
 - i) Translate values into operations
 - ii) Ensure compliance with legal and statutory responsibilities
 - iii) Guide the organization towards achieving its strategic plan
 - iv) Set the standards
 - v) Improve management of risks
- ✓ **A communication policy** therefore refers to the laid down principals and regulations which relate to the systematic flow or path through which information (messages) is transmitted or passed through patterns of interaction among people
 - i) With the organization
 - ii) Outside the organization
 - iii) With the organization networks
- ✓ The policy will clearly define communication patterns by structuring internal communication system into
 - a) Formal communication
 - b) Informal communication

The formal lines of communication

- i) Downward communication
 - ii) Upward communication
 - iii) Lateral communication
 - iv) Diagonal communication will be clearly defined
- ✓ The policy will highlight on the validity and us of grapevine in the organization.
- ✓ **The communication policy** will also detail regulations on the external communication in all its forms i.e.
 - i) Telephone verbal
 - ii) Written communication
 - iii) E-communication
 - iv) Fax mile e.t.c
 - ✓ In order to protect its image and establish good will among its customers and the rest of stake holder's.A policy will clearly define the scope of **any networks** that may exist in the organization. communication networks are classified groups of people who handle information that may be

- Secret in nature
- Confidential or
- Classified
- ✓ A communication policy establishes those included in the network and the extent to which such matters may be disclosed.

Effects of a good communication policy

- ✓ A communication policy will detail the functions and effectiveness of an organization's
 - a) Internal communication system
 - b) External communication system
 - c) The networks system

1 .Effects of a good policy on the internal communication system

- ✓ An internal communication policy lays down principals of ;
 - Formal communication and
 - Informal communication

a) Formal communication system

- ✓ Formal communication refers to the officially laid down procedures of communication
- ✓ A good internal policy will clearly define the following lines of communication

i) Downwards communication(the flow of information from the top of the subordinate staff.)

- The policy will facilitate good relationship between the top officers reducing autocratic leadership
- Open door policy operations to reduce gap between top and subordinates
- Effective orders being given and executed
- Efficiency in operations between the subordinates and the management.

ii) Upward communication (the flow of information from junior staff (subordinate) to the management)

- A good policy will remove fear and create openness between the subordinates and management
- New ideas can easily be shares among employee facilitating creativity., through implementation of suggestion scheme

iii) Diagonal communication. refers to communication between a senior manager in one department eg finance to a person of a lower rank in another department eg H/R

- A good policy will create departmental harmony and operations increasing efficiency and timely processing of information

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- iv) **Lateral communication** – (communication between two manager of similar ranks but of different departments)
- A good policy will enhance co-ordination and efficient system of processing information on time. The relationship will be of support to each other without delays but full of consultation.

2. **Informal communication**

- ✓ A good communication policy will facilitate utilization of informal channels of communication .The flow of unplanned information among employees such that ;
 - Any alerts or warnings can easily be communicated on time.
 - Any remedies required can be put in place on time
 - Feeling of subordinates can be expressed freely in areas of correction

a) **External communication** – i.e. communication from the organization to the outside world of

- i) Making phone calls outside the organization with minimum supervision and costs
- ii) Replies are prompt and professional phone handling officers are not present after messages are taken
- iii) Written message are made professionally in order to boost the organization image out there
- iv) Procedures of mail collection processing and sending are effectively put in place.

b) **Communication networks**. refers to the classified information that is exchanged within an organization

- ✓ A good communication policy will enhance
 - The composition and types of networks that will exist in the organization
 - The type of information to be considered as classified
 - The various secretes to be shares and the members to own it
 - The information to be considered confidential and those to handle the information.
- ✓ A good policy will therefore be a significant tool in any organization if the overall goals and objectives are to be achieved.

REVISION QUESTIONS

Question 1

- a) Define communication and clearly state five areas of emphasis in your definition (10mks)
- b) Explain the main aspects of communication in the communication process of originating, producing, transmitting, receiving and understanding information. (10mk)

Question 2

Explain five ways of communicating to each of the following stakeholders

- I) Customers (4mks)
- ii) Staff (4mks)
- iii) Suppliers (4mks)
- iv) Owners or share holders (4mks)
- v) Community (4mks)

Question 3

- a) Explain the importance of effective communication in business (10mks) Explain the importance of effective communication to the following stake holders
- i) Suppliers (4mks)
- ii) Customers (4mks)
- iii) Employees (4mks)
- iv) General public (4mks)
- v) Other stakeholders (4mks)

Question 4

- a) Define using a well illustrated (6mks)
- b) What are the objectives of communication (14mks)

Question 5

“The single most significant characteristic of the human race is the ability to communicate “

Explain the role of the following in the communication process

- i. The receiver
- ii. The sender
- iii. The medium (20mks)

Question 6

“Communication is the sum of all things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding” discuss (20mks)

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Question 7

- a) Describe briefly the main objectives of communication (10mks)
- b) Write explanatory notes of the following
 - i) Information for planning
 - ii) Internal information
 - iii) Environmental information.

Question 8

- a) Define business communication
- b) Explain the factors which may affect business communication
- c) What are the benefits of effective business communication

Question 9

- a) Highlight 7 methods of business communication
- b) Outline the increasing value of business information.

Question 10

- a) What is a channel of communication
- b) Define oral communication and explain the essentials of effective oral communication
- c) What are the advantages and disadvantages of oral communication?
- d) Explain the guidelines of giving oral instructions.

Question 11

- a) Define face to face communication
- b) What are the merits and demerits of face to face communication?

Question 12

- a) Explain the role of the following aspects in communication
 - i) Communication by silence (4mks)
 - ii) Facial communication (4mks)
 - iii) Visual communication (4mks)
 - iv) Audio –visual communication (4mks)

Question 13

- a) Explain the significance of oral communication
- b) Discuss the relative merits and demerits of oral communication
- c) Explain the different forms of oral communication
- d) How oral communication be made effective.

Question 14

- a) Compare and contrast written with oral communication
- b) How can the process of giving oral instructions to workers are made effective.

Question 15

- a) Distinguish between oral communication and face to face communication

- b) What are the advantages of face to face communication

Question 16

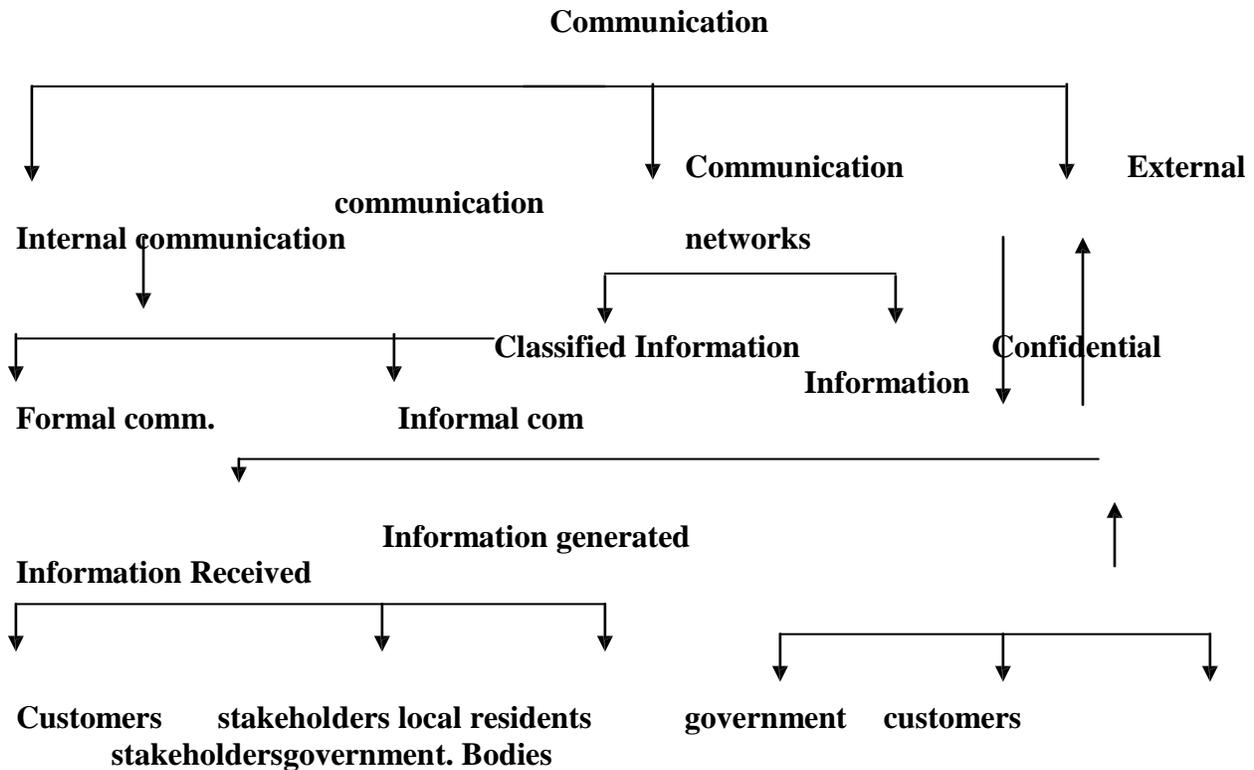
- a) Why is it necessary for entrepreneurs to make use of a combination of the various media of communication
- b) What is video Conferencing
- c) Explain the advantages of video conferencing

Question 17

- a) What is electronic communication
- b) What are the advantages and disadvantages of E-mail.

Types of communication

- ✓ There are basically three types of communication. These are
 - i. Internal communication
 - ii. External communication
 - iii. Communication net works
- ✓ Each type of communication is further classified into different types on the basis of direction of flow, relationships, means of communication and the method or equipments.



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Internal Communication

- ✓ Refers to the communications within an organization. It is the flow of information among employees inter-departments and between the management and the subordinates

a) Internal channels of communication

- ✓ The internal channels of communication refers to the paths through which information or messages between employees and departments of the same organization flow e.g...
 - The communication between the employee and employees, and the communication between a company and its shareholders.

The Importance of Internal Communication

- i) generates better understanding between the employer and employees
- ii) facilitates better efficiency enabling management to give instruction on the organization policy
- iii) facilitates effective co-ordination in the achievement of the organization goals
- iv) Minimizes losses and facilitates timely actions.

The Classification of Internal Communication

- ✓ Internal Communication can be classified on the basis of;
 - direction flow
 - relationship
 - means adopted
 - methods used

a. On the basis of direction of flow

- ✓ internal communication flows into different directions according to the organization structure and the need of the enterprise
- ✓ Basically there are three directions of flow identified when communication is classified on the basis of flow i.e...

i. Downward Flow

- ✓ is the flow of communication moves downwards from superiors to subordinates of different levels of the organization
- ✓ Through this flow management plans, decisions and directives are communicated to lower levels for implementation.

ii) Upward flow

- ✓ denotes to a flow of information upwards, from the lowest level to the highest level of the organization i.e. from subordinates to higher levels in the form of;
 - i. reports
 - ii. suggestions
 - iii. complaints.

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