Communication for Business

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OXFORD
Making connections between theory and practice in a digital, professional world

*Communication for Business* introduces students to the core topics necessary for their undergraduate studies in business communication and is designed with the future professional in mind. It bridges academic theory and real-world business knowledge, and provides lots of practical examples in the integrated online qbook.

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DEDICATION

This book is dedicated to the memory of David Wolstencroft, scholar, poet, writer and film maker. David's enthusiasm, optimism and creativity enriched the lives of many and his determination to keep every promise set a very high bar.
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## 1 INTRODUCTION: FOUNDATIONS OF COMMUNICATION

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ABOUT THE AUTHORS

LIZ TYNAN is senior lecturer at the James Cook University (JCU) Graduate Research School in Townsville, Australia, where she teaches academic writing, critical thinking, editing and media skills to postgraduate students. She is a former journalism academic with a background in both print and electronic media, and a long-standing speciality in science writing and editing. She has worked for the Australian Broadcasting Corporation (ABC) as a reporter and subeditor, and was later Sydney correspondent for *New Scientist*. She is co-author of the Oxford University Press textbook *Media and Journalism: New Approaches to Theory and Practice*, now in its second edition. She has a PhD in science communication from the Australian National University.

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DAVID WOLSTENCROFT has taught Public Relations in the School of Humanities, Communication and Social Science at Monash University since 2006. Prior to this, he taught Public Relations at RMIT Business TAFE. While at RMIT David also co-ran a corporate communication consultancy that specialised in public relations writing, with clients as diverse as US venture capitalists, Australian student unions and Spanish property developers.
ABOUT THE BOOK

This textbook aims to practice what it preaches, by demonstrating logic, clarity and courtesy for you, the reader. We want to ensure that you can follow what we are suggesting and go on to put these concepts and suggestions into practice. We have endeavoured as much as possible to provide broad contexts and frameworks and have included, for example, the thinking of the ancient Greek philosopher Aristotle alongside the most up-to-date business ideas and practice. Aristotle notwithstanding, this textbook is not in essence a technical or theoretical work, nor is it overly concerned with philosophy, linguistics, sociology, cultural studies or psychology. Instead, it takes a practical approach to the broad, wide and deep subject of business communication to provide usable guidelines and ways of thinking for the beginning student. Effective communication is not about getting your own way or manipulating your competitors or customers. On the contrary, it is a long-term sustainable set of practices that are based upon ethical principles and which emphasise clear and truthful interactions with others. We encourage you to adopt the sustainable communication practices advocated in this book. The 11 chapters in this textbook cover a wide range of topics that will provide ideas and guidance on how to become effective communicators.

CHAPTER 1: INTRODUCTION:
FOUNDATIONS OF COMMUNICATION

Businesses are more dependent than ever on the rapid and unambiguous exchange of information, and more at risk if their communication activities are slow, unclear and filled with potential misunderstandings. These changes require a re-evaluation of how best to communicate both within and between organisations, and how to ensure that we can manage interactions between different professional and cultural groups to best effect. These activities must all be carried out while adhering to well-developed ethical practices. This introductory chapter establishes the foundation by providing an overview of human communication and communication theory. It also proposes a new approach to business communication, based upon the principles of logic, clarity and courtesy.

CHAPTER 2: FUNDAMENTALS OF WRITTEN COMMUNICATION

This chapter emphasises strong writing and editing skills as ways of fulfilling the need to be clear, logical and courteous. In particular, this chapter helps you to develop a reader-centred approach that will improve your ability to craft grammatically correct sentences and well-structured paragraphs within documents that are carefully planned and written to suit their purpose.

CHAPTER 3: INTERPERSONAL COMMUNICATION

This chapter will enable students to identify key features of interpersonal communication and use this information to better understand interpersonal communication in business contexts. Considerations will include examining why gender, culture and other personal characteristics may distort or interfere with effective interpersonal communication. This chapter will encourage you to devise strategies for maximising effective communication and positive interpersonal relations, respond to conflict and become better listeners.

CHAPTER 4: NONVERBAL COMMUNICATION

Not all communication involves spoken or written words. Much of how we understand each other involves the unspoken and unwritten. This chapter will define nonverbal behaviour and nonverbal communication and provide examples of a variety of channels of
these forms of communication. It will also outline the major functions of non-verbal communication in the communication process and explain some of the reasons why nonverbal communication is a complex phenomenon. Knowing about nonverbal communication helps you build your business skills and complement the verbal skills we have focused on earlier in the book.

**CHAPTER 5: COMMUNICATING ACROSS CULTURES AND IN GROUPS**

Communication in business is diverse and increasingly global. This chapter will help you to further develop your capacity to communicate effectively across different cultures by building both your theoretical and practical understanding. It will also further develop your capacity to communicate effectively in groups. By developing your capacity for mindfulness and self-evaluation in a communicative setting you will become a more sophisticated professional communicator who is able to speak effectively and meaningfully with many different individuals and groups.

**CHAPTER 6: THE ETHICS OF BUSINESS COMMUNICATION**

Diligently practising a high standard of professional ethics is the marker of a serious business person who wants to have a long and sustainable career. This chapter will help you to understand the importance of ethics in business and show you how to recognise important ethical issues in business. You will become familiar with the use of ethical concepts in practical applications and understand the main difficulties in pursuing ethics in business settings. You will learn to use good judgment, imagination and creativity in practical ethics.

**CHAPTER 7: PERSUASION, ARGUMENTATION AND REASONING: CRITICAL THINKING**

How well can you persuade another person, create a robust argument and demonstrate clear and effective reasoning? This chapter will encourage you to develop a deeper appreciation of sound reasoning and logic and their role in business communication. This chapter provides some historical background to the great classical themes of persuasion, argumentation and reasoning and draws on these underpinning ideas to examine how to write persuasively. It will encourage you to understand the principles of critical thinking and apply them to business situations.

**CHAPTER 8: ORGANISATIONAL COMMUNICATION: INTERNAL**

All organisations, large and small, need to communicate internally. This chapter will enable you to identify key features of internal communication and appreciate how important it is for all parts of the organisation to communicate in ways that ensure productivity and shared purpose. You will learn to devise strategies for ensuring positive internal communication and identify causes of negative internal communication. The aim is to encourage the development of a positive internal communication climate, no matter which business you join in the future.

**CHAPTER 9: ORGANISATIONAL COMMUNICATION: EXTERNAL**

External perceptions of your organisations have the potential to make or break the business. Much corporate responsibility is inherent in external communication and public image greatly affects an organisation's performance. This chapter will encourage you to plan for the success of your external communication, including crafting truthful and positive messages through effective media liaison and by managing special events and communication projects. It will help you to understand proactive and reactive public relations and outline effective issues management and crisis communication.

**CHAPTER 10: ELECTRONIC COMMUNICATION**

With electronic types of communication becoming central and the written word often
appearing on screens before hard copy, the time is right to consider the implications for better communication. As audiovisual forms of communication also become more prevalent in electronic media, there are signs of a large shift in the balance of communication patterns. This chapter explores some of the implications and how to work effectively with the key features of electronic communications. It also suggests ways to put these new and evolving technologies to best use in your business communication.

CHAPTER 11: FUNDAMENTALS OF ORAL COMMUNICATION

A powerful oral presentation, whether to a meeting of colleagues, an international conference or in the form of a briefing on a new business proposal, can achieve great things. This chapter will show you how to prepare for presentations and briefings by analysing the occasion and profiling your audience. You will also learn the many ways of delivering your message. It will suggest ways for mastering effective public-speaking skills and increasing your confidence in front of an audience. The chapter will take you through ways of incorporating a variety of visual and multimedia aids and help you develop your ability to handle questions and conduct follow-up. It will discuss how to organise, manage and participate effectively in meetings and communicate productively by telephone.

Liz Tynan, Andrew Creed, Beth Edmondson, Damian Grace, Angela Martin, Don Swanson and David Wolstencroft

2013
GUIDED TOUR

HOW TO USE THIS BOOK

Communication for Business is enriched with a range of features designed to help support and reinforce your learning. This guided tour shows you how to best utilise your textbook and obook and get the most out of your study.

THE ETHICS OF BUSINESS COMMUNICATION

Damian Grace

LEARNING OBJECTIVES

A bulleted list of learning objectives is provided to outline the main concepts and ideas that you will encounter in each chapter. Learning objectives are then reinforced in blue margin notes at critical points throughout the text. These serve as helpful signposts for learning and revision.

KEY TERMS AND GLOSSARY

Key terms are highlighted where they first appear in the text, and the definition appears in the margin notes. The definitions are also collated in a complete glossary at the back of the book for easy reference.
Case study

Present like a broadcaster

Professional presentation—those who work in the media such as radio, television, or newspapers or in any other public-facing role to communicate with an audience, they must have good communication, and a good-humored broadcaster can use a good day out on stage to develop and presentation skills. Learning some of the tips of the trade will make your communication more effective. The aim is not to make you sound like a DJ, but instead focus on the elements of good use of voice and promote these techniques to those in your audience.

Case examples are provided throughout the chapters to apply the theory being discussed to real-life situations.

Contemporary Industry Examples

Contemporary examples from the professional world are included to highlight the current climate of business practice and why good communication skills are important to this.

Group task roles

In a working team, and in members of groups, we perform certain roles. These roles require us to perform certain skills. These skills can be conceptualised into three roles overlapping activities that we must perform in order for the group to function effectively: (a) group maintenance roles, which are free-standing, and (b) to perform and discover (Fry, George & Prowe, 1996, p. 107-11). For example, a fellow office roles can be a member of a group of office, have very clear group task roles. The role can be to help to work in the office, to do any kind of administration and organisational responsibilities. However, without a role group maintenance roles, this same office may not function effectively in a group. These group maintenance roles may not be as clear as other roles, but they are essential. For example, an office roles can be an office, who is responsible for the office’s social needs. These group maintenance roles may include ensuring that the office’s social needs, such as representing the office in meetings, or in any other public relations, or to help the office’s social needs. These group maintenance roles may include ensuring that the office’s social needs, such as representing the office in meetings, or in any other public relations, or to help the office’s social needs. These group maintenance roles may include ensuring that the office’s social needs, such as representing the office in meetings, or in any other public relations, or to help the office’s social needs.
**PROFESSIONAL PRACTICE TASKS**

An activity or exercise is included at the end of each chapter to put the theory into practice and further reinforce the primary focus of the chapter.

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**PROFESSIONAL PRACTICE TASK**

Looking at style

Set itself at a company annual report and use a media release from the same company. Critically examine each document to understand the writing style. How does the company's business in a written form? Case for things like spelling, shift in style, the use of punctuation. How long is it in 150 words? What style is it in one to 150 and the rest of formally? For example, does this document use internal or external language? How does this style differ? Formally can also be evaluated by an attention of contradictions such as "don't" vs "shouldn't".

1. Which style did you find more accessible and easy to read?
2. Which stylistic elements do you think阻力 impedes your understanding of the content of the document?

---

**PROFESSIONAL PRACTICE TASK**

Editing for conciseness

Carefully designed review questions have been provided at the end of every chapter. These can be used to check understanding of the key topics before moving on to the next chapter, or for group discussion and revision.

---

**SUMMARY**

A short summary of key points is included at the end of every chapter to reinforce comprehension of the learning objectives and the central themes of the chapter.

---

**REVISION QUESTIONS**

Carefully designed review questions have been provided at the end of every chapter. These can be used to check understanding of the key topics before moving on to the next chapter, or for group discussion and revision.
FURTHER READING AND WEBLINKS

Further Reading and Weblinks are included at the end of each chapter to help broaden understanding of the topics covered and extend learning.

gbook

Your gbook is a truly integrated e-text with extra content and resources built in to complement your textbook. This gbook includes:

- hotlinked learning objectives—click on the learning objective to go to the relevant content within the chapter
- lots of extra examples and activities not found in the print book
- instant access to external websites and video samples
- audio chapter summaries that can be used for revision purposes
- 'live' chapter revision questions so you can save your answers into the text
- note-taking and highlighting features
- integrated dictionary.

Your free gbook activation code is located on the back cover flap. To access your gbook go to www.oxforddigital.com.au.
ACKNOWLEDGMENTS

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