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Correct answers located at the end of the chapter.

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Oral communication is the use of spoken words to exchange ideas and information.
   - ◎ true
   - ◎ false

2) Nonverbal communication includes written messages.
   - ◎ true
   - ◎ false

3) No matter which profession you pursue, the other communication skills will assist listening.
   - ◎ true
   - ◎ false

4) Feedback to a message may include a written response and verbal questions, but it does not include nonverbal gestures.
   - ◎ true
   - ◎ false

5) Physical distractions are usually easier to prevent in a speaking or listening situation.
   - ◎ true
   - ◎ false

6) Miscommunication occurs when components of the intended message, actual message, or interpreted message are different for either the sender or the receiver.
   - ◎ true
   - ◎ false

7) Intrapersonal communication is the communication that occurs between two people.
   - ◎ true
   - ◎ false

8) The you-attitude involves putting your reader or listener first and being considerate of the other person.
   - ◎ true
   - ◎ false

9) Written communication is most effective when the sender has good writing skills and the receiver has good reading skills.
   - ◎ true
   - ◎ false

10) Reading is an efficient way to learn because it allows you to control the flow of information.
   - ◎ true
   - ◎ false

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11) When used together, listening, speaking, reading, and writing tend to confuse most communication situations.
- ◎ true
- ◎ false

12) In business, horizontal communication is communication with people who are at the same level as you.
- ◎ true
- ◎ false

13) Reflective listening involves putting your reader or listener first and being considerate of the other person.
- ◎ true
- ◎ false

14) With regard to the six Cs of effective communication, consistency in fact refers to agreement with a source document or an established fact
- ◎ true
- ◎ false

15) One of the six Cs of effective communication is complexity.
- ◎ true
- ◎ false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

16) Which type of communication provides proof that information was exchanged?
- A) Written communication
- B) Nonverbal communication
- C) Oral communication
- D) Kinesthetic communication

17) Which of the following is NOT a basic component of communication?
- A) Feedback
- B) Actual message
- C) Message transmission
- D) I-attitude

18) According to the psychologist Abraham Maslow, esteem needs are satisfied:
- A) through food, shelter, and clothing.
- B) through feelings of self-importance or prestige.
- C) by providing security against mental abuse.
- D) by providing security against physical abuse.

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19) According to the psychologist Abraham Maslow, self-actualizing needs are met through a:
A) feeling of self-importance, prestige, or recognition.
B) sense of achievement, competence, and creativity.
C) feeling of belonging to a group.
D) sense of security from physical harm and mental abuse.

20) Which of the following statements is true about the different types of communication?
A) Written communication does not provide proof that the information was exchanged.
B) Nonverbal communication is communication with words.
C) In written communication, immediate feedback may not always be possible.
D) Oral communication is communication without words.

21) Which of the following is NOT one of the main purposes of communication?
A) To inquire or to inform
B) To persuade
C) To demonstrate extensive vocabulary
D) To develop goodwill

22) Which of the following background elements relates to the emotions, attitudes, and prejudices that are likely to influence the receiver's interpretation of a message?
A) Receiver's knowledge
B) Receiver's personality
C) Receiver's experience
D) Receiver's interest and motivation

23) Which of the following is the reason why physical distractions are usually easier to prevent in a listening or speaking situation?
A) In a listening or speaking situation, the listener has little control over their surroundings.
B) The surroundings of a listening or speaking situation can often be changed.
C) In a listening or speaking situation, the sender is never required to develop error-free messages.
D) In a listening or speaking situation, the receiver is never expected to provide feedback to the sender.

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24) Jean-Claude's understanding and interpretation of an instruction from his teacher is hampered because he is preoccupied with a personal matter. Which type of barrier to communication does this represent?
    A) Emotional distraction
    B) Physical distraction
    C) I-attitude
    D) You-attitude

25) Which of the following communication skills are used when you listen to instructions and ask questions for clarification?
    A) Listening and reading
    B) Listening and writing
    C) Reading and writing
    D) Listening and speaking

26) Which of the following will enhance and reinforce your listening skills?
    A) Lacking knowledge of the subject matter
    B) Worrying about an upcoming event
    C) Asking questions to clarify points
    D) Lacking vocabulary

27) Which communication skill broadens your knowledge and understanding of the world and actually makes you a more interesting person in your social life?
    A) Reading.
    B) Speaking.
    C) Writing.
    D) I-attitude.

28) In your educational life, asking questions, summarizing information, and expressing ideas are an important part of the learning process. Which communication skill would you be using for each of these activities?
    A) Listening
    B) Writing
    C) Speaking
    D) Reading

29) Transmitting information between and among persons within a business or organization is called:
    A) internal communication.
    B) peripheral communication.
    C) external communication.
    D) intrapersonal communication.

30) Marisol posts a message to her organization's Microsoft Teams account asking for suggestions for an upcoming holiday party. This is an example of:
    A) peripheral communication.
    B) intrapersonal communication.
    C) internal communication.
    D) external communication.

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31) A sales letter that tries to attract new clients is an example of:
A) upward communication.
B) intrapersonal communication.
C) internal communication.
D) external communication.

32) Tone, as it applies to business communication, usually refers to:
A) the number of components in a communication process that are used to determine the length of a message.
B) the general manner of expression or effect of a written document, conversation, discussion, or speech.
C) the color of the paper on which a message is written.
D) the charisma of the receiver who interacts with the sender in a communication process.

33) Which of the following is one of the six Cs of effective business communication?
A) Credibility
B) Comprehensiveness
C) Consistency
D) Complexity

34) With regard to the six Cs of effective communication, the arrangement of listings, such as alphabetical, numerical, or chronological, is referred to as consistency in:
A) fact.
B) sequence.
C) treatment.
D) courteousness.

35) With regard to the six Cs of effective communication, being specific rather than vague is a way to meet the criterion for:
A) being correct in communication.
B) being courteous in communication.
C) being clear in communication.
D) being consistent in communication.

FILL IN THE BLANK. Write the word or phrase that best completes each statement or answers the question.

36) The exchange of information is called_____.

37) _____are online communities that use technology to facilitate communication among individuals or group members.

38) Factors interfering with communication that may negatively affect the intended message are called_____.

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39) _____skills, also known as interpersonal skills, involve the ability to understand and deal with people in a way that maintains a favorable relationship and goodwill.

40) _____is attentively listening to the speaker's actual words, as well as tone of voice, and observing the body language and emotions displayed.

41) In a social setting, good_____ — those who understand what the speaker is saying and why—are much in demand.

42) The management team of an organization transfers information about an employee to the HR department of the organization. In this scenario, the type of communication between the management team and the HR department is an example of_____ communication.

43) The transfer of information to and from people outside the company is called_____.

44) All communication should be consistent in fact, treatment, and_____.

45) Emin is writing to their boss about the positive effects of allowing employees to use flex time. To support their views, Emin refers to a published paper on the topic. In the context of the six Cs of business communication, this is an example of consistency in_____.

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

46) Discuss the four background elements that can play an important role in determining a receiver's possible reaction and response to a message.

47) Define both oral communication and written communication and describe when each type of communication is most effective.

48) List and briefly describe the six basic components of communication.

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49) What are the differences between using the "you-attitude" and the "I-attitude" in a business situation?

50) In what ways can a communicator be considerate of their receiver?

51) Explain how speaking is important in your social, educational, and professional life.

52) Describe how writing is important in your social, educational, and professional life.

53) Describe how reading is important in your social, educational, and professional life.

54) Describe how information flows within an organization.

55) Discuss how the tone of business communication differs in internal versus external communication.

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Answer Key

Test name: Chapter 01

1) TRUE
2) FALSE
3) TRUE
4) FALSE
5) TRUE
6) TRUE
7) FALSE
8) TRUE
9) TRUE
10) TRUE
11) FALSE
12) TRUE
13) FALSE
14) TRUE
15) FALSE
16) A
17) D
18) B
19) B
20) C
21) C
22) B
23) B
24) A
25) D
26) C
27) A
28) C
29) A
30) C
31) D
32) B
33) C
34) B
35) C
36) communication
37) Social media platforms
38) barriers
39) Human relations
40) Reflective listening
41) listeners
42) internal
43) external communication
44) sequence
45) fact
46) Essay

The four background elements that can play an important role in determining a receiver's possible reaction and response to a message are:

a. The knowledge both the sender and the receiver already have about the facts, ideas, and language used in the message.
b. The personality of the receiver—particularly the emotions, attitudes, and prejudices that are likely to influence the way the message is interpreted.
c. The receiver's experiences relevant to the message content.
d. The receiver's interest and motivation regarding the subject of the message.

47) Essay

Oral communication requires a speaker and a listener. Oral communication is most effective when the sender has good speaking skills and the receiver has good listening skills. Written communication requires a writer and a reader. Written communication is most effective when the sender has good writing skills and the receiver has good reading skills.

48) Essay

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The six basic components of communication are:

a. Message sender - The sender composes the intended message.
b. Actual message - The actual message may be written, oral, or nonverbal; or it may combine two or more types of communication.
c. Message transmission - Written messages can be sent in traditional formats such as letters, memos, and reports. Written messages can also be sent electronically using fax machines, text messages, or e-mail. Oral messages can be delivered through face-to-face conversations, by phone, by voice mail, or by live video chats. Nonverbal messages are sent through gestures, body movements, and facial expressions.
d. Message receiver - The receiver takes delivery of, or receives, the message.
e. Message interpretation - The receiver interprets the message. The interpretation may be different from the intended message or the actual message.
f. Feedback - The sender and the receiver respond to each other through written, oral, or nonverbal means or through a combination of these components.

49) Essay

The "you-attitude" involves putting your reader or listener first and being considerate of the other person. The "I-attitude" is the opposite of the you-attitude; it entails putting your own interests, well-being, and comfort ahead of anyone else's.

50) Essay

A good communicator is courteous, honest, and patient in dealing with other people and respects the opinions of others. This means that the communicator should use tact and diplomacy in some instances. It also means that the communicator should use words and terms that the receiver understands. Also, the communicator can show courtesy by being prompt in answering correspondence and in returning telephone calls. Recent studies indicate that workers need to possess good communication skills in order to be competitive in the changing workplace and in the global economy.

51) Essay

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Your Social Life. You use your speaking skills to share your thoughts, wants, accomplishments, and feelings with others. You also ask questions to gain information and show interest. Speaking can be face-to-face or over the telephone or computer.

a. Your Educational Life. Asking questions, summarizing information, and expressing ideas are an important part of the learning process. Your spoken feedback tells your instructor what information you understand and what information needs clarification. Your speaking skills will help you master the course material.

b. Your Professional Life. Communicating by speaking is an important skill in the work world. Let's look at how Andrea Rosado uses speaking on her job as a paralegal. Andrea spends a good portion of her day speaking with attorneys, other paralegals, and clients. She makes telephone inquiries regarding legal cases she's working on, and she engages in discussions with attorneys and colleagues. Reading, writing, and listening skills support Andrea's speaking skills. Andrea knows that reading is an essential part of her job. She must analyze the facts of a case and conduct research to identify laws, judicial decisions, and legal articles that may have a bearing on the case. Andrea uses her writing skills to prepare legal briefs and legal correspondence. Listening is also an important skill for Andrea. As a paralegal, she must listen to clients to obtain information, and she must listen to instructions from her supervising attorney.

52) Essay

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Writing skills are important for creating and communicating information. Although writing has many advantages, the major one is that it provides a physical record that can be used as proof, if necessary.

a. Your Social Life. Writing is being used more and more in our social lives today because e-mail, texting, blogs have made it much easier, less expensive, and more convenient. We all need to know how to write congratulation letters, thank-you notes, responses to invitations, and other social communications.
b. Your Educational Life. Excellent writing skills can help you to earn higher grades on research papers and tests. You learn more through writing about a subject because you must think about the material and organize the information you have before you can start to write about it.
c. Your Professional Life. On the job, you use your writing skills to compose e-mail messages, letters, and reports. In many jobs, writing is a supporting skill, but in some jobs—a newspaper reporter or author, for example—writing is the primary skill. Writing by some form of electronic communication has become an increasingly important part of our lives.

53) Essay

a. Your Social Life. Reading newspapers, magazines, and books helps you to broaden your knowledge and understanding of the world and to become a more interesting person. Reading gives you more information and ideas to share with others.
b. Your Educational Life. In any kind of educational setting, reading is one of the principal means of acquiring course-related information.
c. Your Professional Life. Reading will be part of any job, starting with the employment forms you must read when you are hired. E-mails, letters, reports, computer manuals, schedules, procedure manuals, and policy manuals are just a few of the documents that will require reading skills.

54) Essay

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Communication not only links members of a certain department but also serves as a vital link between people in different departments. In a company, each department functions as a spoke in a wheel; all the spokes are needed for the wheel to function properly. If several spokes are missing, broken, or not aligned properly, the wheel becomes wobbly and eventually will break. Upward communication is communication with people who rank above you, such as your boss or instructor. Lateral or horizontal communication is communication with people who are at the same rank or level as you—your co-workers or classmates, for instance. Downward communication is communication with people who rank below you, such as the people you might manage at work. The direction your communication flows at any given time will influence how you communicate—the words you use and the method you choose. Not only does good communication make a company operate efficiently, it also creates a sense of unity—a team spirit—and a striving for common goals among employees.

55) Essay
In internal communication, a person's tone may be friendly and informal. As an employee, you must assess a situation and use the most appropriate tone. In external communication, a person's tone is often more polite and formal. Using the right tone in external communication is more challenging than using the right tone in internal communication because you are representing your company as well as yourself.

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Chapter 1
Communicating in Everyday Life

Chapter Learning Outcomes

When students have completed this chapter, they should be able to:

- Explain the importance of communication in everyday life.
- List the four basic communication skills and explain how they are interconnected.
- Show how the four communication skills are used in their social, educational, and professional lives.
- Describe how we communicate in the business environment.

Chapter Outline

Section 1.1 Elements of Communication

Section Learning Outcomes

When students have completed Section 1.1, they should be able to:

- Identify the three types of communication and the four purposes of communication.
- List and define the six components of communication.
- Describe the four factors that influence communication.
- Discuss the responsibilities of the sender and receiver.

I. Essential Principles

Communication, very simply defined, is the exchange of information. Communication is a vital part of our everyday lives, beginning at birth. Effective communication skills help us establish a favorable reputation, build rapport, and earn credibility with friends, family, and work-related contacts.

Speaking, listening, reading, and writing are the basic skills in the communication process. These communication basics have changed very little over the centuries; however, methods used to transmit communications and the speed at which they can be sent and received have experienced advances almost impossible to imagine as recently as 20 years ago.

The basics of business communication have changed very little over the years, but the transmission method and speed have had a big impact on the business world. Today, people can communicate almost instantaneously around the world with text, pictures, and graphics.

Social media platforms are online communities that use technology to facilitate

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communication among individuals or group members. These media, such as Facebook, Instagram, and LinkedIn, have changed the way people stay in touch with family, friends, and colleagues. Business and industry are taking advantage of these contact methods to market their products.

Cell phones are now a staple in several business settings. Texting allows users to deliver relevant messages, photos, or videos to their colleagues, and the quality of cell phone cameras continues to improve. **Applications,** or **apps,** provide an almost endless list of resources such as books, e-mail, news, music, and videoconferencing platforms.

II. Types of Communication

Communication can be divided into three main categories: *oral*, *written*, and *nonverbal*.

A. Oral Communication

Oral communication is the use of spoken words to exchange ideas and information. Examples of oral communication include one-on-one conversations, meetings, voice mail, and teleconferencing.

Spoken messages can be sent instantaneously, and they usually result in some immediate feedback. The disadvantage of oral communication is that there is often little opportunity to reflect on what is said because oral communications often take place in a busy environment. There also may be no written record. For some versions of oral communication, like video call, there may be a record in the form of a recording or transcription.

B. Written Communication

Written communication is the exchange of information through the use of alphabetic characters to form words and subsequently sentences. It can include letters, texts, e-mails, reports, news releases, spreadsheets, tables, diagrams, charts, and graphs.

Written communication provides proof that the information was exchanged. The disadvantage of written communication is that immediate feedback may not always be possible.

C. Nonverbal Communication

Nonverbal communication is communication without words. It is an important form of communication. Without saying a single word, you can express your feelings with body language—gestures, facial expressions, and body movements or positions.

Many times the nonverbal message is stronger and, therefore, more believable than the

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verbal message. The nonverbal message also may reinforce or contradict the verbal message.

Good communicators combine oral and nonverbal communication techniques to make their communication more effective. When this combination is faulty, the effect is easy to spot. Nonverbal communication can add emphasis and depth to spoken words and can even tell the listener whether or not to believe a speaker. Nonverbal communication plays an important role in the clear, effective exchange of messages.

III. Purposes of Communication

The first step in planning any message is to determine the purpose of communication. Any statement made generally falls into at least one of the following four main purposes of communication.

- *To inquire*—"Which cell phone did you choose?"
- *To inform*—"I chose the cell phone with best camera."
- *To persuade*—"You should buy this cell phone today before we run out of stock."
- *To develop goodwill*—"Thank you for buying your new cell phone from our company."

IV. Components of Communication

Communication can take place only if there are *both* a sender and a receiver. As illustrated in Exhibit 1.1, the six basic components of communication are:

- *Message sender*—the sender composes the intended message. The sender could be a writer, a speaker, or a person who sends a nonverbal message through gestures and other body language.
- *Actual message*—the actual message may be written, oral, or nonverbal; or it may combine two or more types of communication. It may or may not be the message the sender intended.
- *Message transmission*—the message can be sent or delivered in a variety of ways. The specific situation and the nature of the message determines the best way to send it.
    - Written messages can be sent in traditional formats such as letters, memos, and reports. Written messages can also be sent electronically using fax machines, texts, or e-mail.
    - Oral messages can be delivered through face-to-face conversations, by phone, by voice mail, or by video chats.
    - Nonverbal messages are sent through gestures, body movements, and facial expressions.
- *Message receiver*—the receiver takes delivery of, or receives, the message. The receiver's knowledge, interest, and emotional state will affect how the message is received.

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- *Message interpretation*—the receiver interprets the message. The interpretation may be different from the intended message or the actual message.
- *Feedback*—the sender and the receiver respond to each other through written, oral, or nonverbal means or through a combination of these components. Feedback may include a written response, verbal questions, and nonverbal gestures such as body movements and facial expressions.

V. Factors That Influence Communication

Although the sender of a message knows the goals to achieve, the sender must keep in mind four key factors that will influence the communication either favorably or unfavorably. To be an effective communicator, the sender should account for how the following four factors affect the communication process.

- The background of the receiver.
- The appearance of the sender or of the sender's communication.
- Any barriers that might negatively affect the intended message.
- The language and communication skills of the sender and the receiver.

A. Background of the Receiver

The following four background elements can play an important role in determining the receiver's possible reaction and response to the message.

- The *knowledge* both the sender and the receiver already have about the facts, ideas, and language used in the message.
- The *personality* of the receiver—particularly the emotions, attitudes, and prejudices that are likely to influence the way the message is interpreted.
- The receiver's *experiences* relevant to the message content.
- The receiver's *interest* and *motivation* regarding the subject of the message.

The communicator who weighs all these factors and anticipates the receiver's needs before preparing the message stands a greater chance of having the message accepted by the receiver than does the person who ignores these factors.

B. Appearance of the Sender or of the Sender's Communication

Every communication you transmit can be your goodwill ambassador and can help achieve a positive reaction if you remember that appearances do make a difference. Written communication that appears neat and professional makes a positive first impression.

C. Barriers to Effective Communication

Barriers are factors that interfere with communication and might negatively affect the

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intended message. Barriers include physical distractions, emotional distractions, cultural and language differences, and electronic interruptions.

Distractions interfere with, and draw the receiver's attention away from, the message and create barriers to effective communication. Sometimes, the resulting lack of concentration can lead to incomplete communication by message senders and erroneous conclusions by message receivers.

Physical Distractions

Physical distractions include such things as discomfort due to improper heat or air-conditioning, health conditions like headaches or personal illness, and noise such as that from lawn equipment or sirens.

Physical distractions are usually easier to prevent in a speaking or listening situation because the surroundings can often be controlled or changed. In writing or reading situation, however, the writer has little influence over the reader's surroundings. Writers should take special care in developing error-free messages.

Emotional Distractions

Emotional distractions on the part of the receiver can prevent them from concentrating on, and giving full attention to, the communication. Emotional distractions may include thinking about a personal matter or allowing an emotion such as anger to influence how they interpret a message.

Cultural and Language Differences

Cultural barriers such as language differences, inattention, and misunderstanding caused by different interpretations of a word or an expression can have a negative influence on the communication process. Cultural diversity can also be a barrier to effective communication.

Electronic Interruptions

Electronic interruptions are events involving technology that interrupt the work flow. These interruptions may be as simple as a phone ringing because it wasn't put on silent. Distractions such as texting while attending a company meeting can cause the listener to hear only part of what is being said at the meeting.

Multitasking, which is spreading attention to cover more than one activity at the same time, has its place. However, employees must stay focused on their jobs and set priorities.

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D. Language and Communication Skills

Every businessperson is involved in some form of communication with others and must be able to use language effectively to send and receive messages. Words are the major tools of language, and they must be chosen carefully to express the intended meaning.

In today's multicultural society, it is important to be sensitive to cultural diversity when using any form of communication. An awareness of, and respect for, cultural differences will help the speaker to avoid any miscommunications.

Selecting the correct words is particularly important if the receiver's first language is not English. Use of slang and jargon in communicating with people who do not understand the terminology can also cause a barrier to communication.

As a message sender, you must communicate facts, ideas, opinions, and instructions in a coherent manner with clarity, confidence, and knowledge. To do this, you must have a broad vocabulary and the ability to spell, pronounce, and select the correct words. You must be able to speak and write clearly, concisely, and correctly.

As a message receiver, you must also be able to read and listen with understanding. *Both* the sender and the receiver share the responsibility for effective communication.

In spoken communication, word choice, grammar, pronunciation, and listening are also factors in effective communication. A receiver may be distracted by incorrect grammar, pronunciation, or words, and, consequently, may not receive the intended message.

In written communication, something as simple as using the wrong word, making a spelling or grammatical error, using an incorrect format, or misusing a punctuation mark may change the intended meaning of the message. Even if the receiver understands the message, their opinion of the sender's intelligence and credibility may be negatively influenced by the error.

VI. Responsibilities of the Sender and the Receiver

A. Evaluate Each Communication Situation

Effective communication requires the sender to understand their own intrapersonal communication. **Intrapersonal communication** refers to the way each person views and interprets information based on previous life experiences. Intrapersonal communication must take place before you can communicate with another person.

Interpersonal communication is communication that occurs between two people, such as a doctor and a patient, an attorney and a client, or a financial adviser and a client.

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Avoid Miscommunication

Ideally, the intended message, the actual message, and the interpreted message will be the same. Miscommunication occurs when components of one or more of these three messages are different for either the sender or the receiver.

Communication takes place when the intended message, the actual message, and the interpreted message are the same.

Maintain Goodwill

Effective communication takes place:

- When the message is received and interpreted as the sender intended
- When the sender gets the results they wanted
- When the communication maintains goodwill between the sender and the receiver

If you use a customer-service approach and incorporate human relations skills into your communication, you are more likely to effectively communicate. (Chapter 13 discusses service communication in detail.

Give and Receive Feedback

Miscommunication and communication breakdowns can often be avoided by using the feedback technique. **Feedback** involves getting an oral, written, or nonverbal response from the receiver. In the process of transmitting a face-to-face message, the sender can use clues from the receiver to determine whether the receiver is interpreting the message correctly.

Asking questions is one way to get feedback. The sender can ask the receiver questions to determine whether the message is being received accurately. In turn, the receiver can ask the sender questions to clarify any content that is unclear.

Feedback cannot be achieved as easily with written communication because the sender and receiver are separated, and the receiver's response is usually not immediate.

B. Understand Personal Needs

One significant factor in successful interpersonal skills is understanding the needs of the receiver of a message. Abraham Maslow divided human needs into five levels, as shown in Exhibit 1.4.

- *Physical needs*—physical needs are essential to life and include food, clothing, and shelter. Until these basic needs are satisfied, receivers have difficulty thinking of anything else.

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- *Security needs*—security needs include the desire to be safe from physical harm and mental abuse.
- *Social needs*—social needs, which are evident in a desire to be part of a group, can be met through family, social contacts, work relationships, or other group situations.
- *Esteem needs*—esteem needs are satisfied through a feeling of self-importance, self-respect, prestige, power, or recognition.
- *Self-actualizing needs*—these needs are met by developing a sense of achievement, competence, and creativity and by helping others meet their own needs.

C. Assess the Needs of the Receiver

In order to communicate effectively, the sender must carefully examine each situation and assess the needs of the receiver. Needs motivate people to act or react in certain ways. By helping the receiver satisfy the higher two levels of needs—*esteem* and *self-actualizing*—the sender can improve communication.

Furthermore, by *empathizing* with the receiver the speaker will be better able to determine the best way to motivate the receiver to do what they want. Keep in mind that the receiver may be motivated by more than one need at any given time.

D. Apply Interpersonal Skills

Human relations skills, also known as *interpersonal skills,* involve the ability to understand and deal with people in a way that maintains a favorable relationship and goodwill.

Use the You-Attitude

Using the you-attitude when writing and speaking helps to build goodwill and to maintain an environment of friendliness. The **you-attitude** involves putting your reader or listener first and being considerate of the other person.

> "For your convenience, we are extending our clinic hours to 9 p.m."

The **I-attitude** is the opposite of the you-attitude; it entails putting your own interests, well-being, and comfort ahead of anyone else's.

> "Because it fits my schedule better, I have decided to extend the clinic's hours until 9 p.m."

Demonstrate a Positive Attitude

A good communicator demonstrates a positive attitude by building good working relationships with peers, superiors, subordinates, customers, and clients.

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Be a Good Listener

An effective communicator is also a good listener. It is important to listen carefully and to let the speaker know that you are interested. Ask questions when you are unsure of message content, and take notes when appropriate.

Maintain Confidentiality

An ethical communicator understands the importance of confidentiality. This means releasing information to authorized personnel only and releasing information at the appropriate time, not early and not late.

Be Considerate

A good communicator is courteous, honest, and patient in dealing with other people and respects the opinions of others. This means using tact and diplomacy in some instances. It also means using words and terms that the receiver understands. Another way to show courtesy is to be prompt in answering correspondence and in returning phone calls.

Section 1.2 The Communication Skills: Listening, Speaking, Reading, and Writing

Section Learning Outcomes

When students have completed Section 1.2, they should be able to:

- Explain how the four communication skills are interconnected and how they reinforce one another.
- Show how the four communication skills relate to their social, educational, and professional; lives.
- Give examples to illustrate the importance of listening, speaking, reading, and writing skills in their life.

I. Essential Principles

Oral communication requires a speaker and a listener. Oral communication is most effective when the sender has good speaking skills and the receiver has good listening\skills.

Similarly, **written communication** requires a writer and a reader. Written communication is most effective when the sender has good writing skills and the receiver has good reading skills.

II. Combining the Communication Skills in Your Social, Educational, and Professional Lives

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An essential ingredient of successful family, social, and business relationships is effective communication. Listening, speaking, reading, and writing are important and useful skills in and of themselves. When used together, they reinforce one another, producing a higher, efficient level of communication.

A. Listening Skills

Listening is concentrating on what you hear and is one of the primary means of receiving information. The problem with listening, though, is that if you miss something or forget part of what you heard, you cannot replay the message, unless you have recorded it.

A lack of knowledge of the subject matter or the meaning of the words or terms can decrease the listener's understanding. Reading can reinforce listening; it helps you gain more from what you hear.

Speaking, too, can reinforce your listening skills. Speaking can also be used as a memory aid. Writing reinforces listening skills on an ongoing basis.

Your Social Life

In a social setting, good listeners—those who understand what the speaker is saying and why—are much in demand. Good listeners often reap the benefit of the experience of others and enjoy the satisfaction of close personal relationships.

Your Educational Life

Good listening skills help you absorb an instructor's lectures, explanations, and directions for assignments. The process of taking notes on oral information enhances listening.

Your Professional Life

Listening is assisted by the other communication skills in every profession. Reading, writing, and speaking help good listeners become more effective listeners.

B. Speaking Skills

Speaking can be an excellent way to transmit information. Speaking also plays a part in being a good listener. Reflective listening is an important tool in many listening situations, particularly in one-on-one situations.

Reflective listening is attentively listening to the speaker's actual words, as well as tone of voice, and observing the body language and emotions displayed. Reflective listening is usually not practical in a speaker-audience situation.

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Your Social Life

You use your speaking skills to share your thoughts, wants, accomplishments, and feelings with others. You also ask questions to gain information and show interest.

Your Educational Life

Asking questions, summarizing information, and expressing ideas are an important part of the learning process. Your spoken feedback tells the instructor what information you understand and what information needs clarification.

Your Professional Life

Communicating by speaking is an important skill in the work world. Reading, writing, and listening skills support speaking skills.

C. Reading Skills

Reading is one of the principal means of obtaining information. The information may be in printed form, such as a book or magazine, or in electronic form on a computer, phone, or other device. Reading is an efficient way to learn because it allows the reader to control the flow of information.

Your Social Life

Reading newspapers; magazines; online local, national, and international news updates; and books helps to broaden your knowledge and understanding of the world. Reading gives you more information and ideas to share with others. It can make you a good conversationalist and, thus, a more interesting person.

Your Educational Life

In any kind of educational setting, reading is one of the principal means of acquiring course-related information. Reading skills are important for students at every level.

Your Professional Life

Reading will be part of any job, starting with the employment forms you must read when you are hired. E-mails, letters, reports, computer manuals, schedules, procedure manuals, and policy manuals are just a few of the documents that will require reading skills.

D. Writing Skills

Writing skills are important for creating and communicating information. Written

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communication provides a written record of communications.

Your Social Life

Writing is being used more and more in social lives today because e-mail, texting, blogs, and so on, have made it much easier, less expensive, and more convenient.

Your Educational Life

Excellent writing skills can help you earn higher grades on research papers and tests. Exceptional content and correct grammar and punctuation will impress your instructor.

Your Professional Life

On the job, you use your writing skills to compose e-mails, letters, and reports. In many jobs, writing is a supporting skill, but in some jobs—those of journalists or authors, for example—writing is the primary skill.

E. The Value of Good Communication Skills

The four communication skills apply to your social, educational, and professional lives in much the same way. Each of the communication skills—listening, speaking, reading, and writing—is strengthened and reinforced by the other skills.

Section 1.3 Communicating in the Business Environment

Section Learning Outcomes

When students have completed Section 1.3, they should be able to:

- Describe upward, lateral, and downward communication.
- Define *internal communication, external communication,* and *tone* and give examples of each.
- List, explain, and give examples of the six components, or Cs, of business communication.

I. The Importance of Good Communication in Business

Flow of Communication

Communication not only links members of a certain department but also serves as a vital link between people in different departments.

Upward communication is communication with people who rank above you, such as a boss or instructor.

Lateral or **horizontal** communication is communication with people who are at the same

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rank or level as you—like co-workers or classmates, for instance.

Downward communication is communication with people who rank below you, such as the people you might manage at work.

The direction your communication flows at any given time will influence how you communicate—the words you use and the method you choose.

Exhibit 1.7 illustrates the flow of communication within an organization and shows the directions in which communication can travel.

II. Types of Business Communication

Communication that takes place in a company or an organization falls into two categories: internal communication and external communication. The tone used in internal communication usually differs from that used in external communication.

Tone, as it applies to business communication, usually refers to the general manner of expression or effect of a written document, conversation, discussion, or speech.

A. Internal Communication

Internal communication is the transmittal of information between and among persons within a business or organization. Within a company, internal communication is used to accomplish company goals and objectives. Internal communication may be carried out with people in the same department, in other departments, and at other company locations.

Also, employees may communicate individually or as members of a team. Internal communication may occur through messaging and videoconferencing apps such as Microsoft Teams, phone calls, e-mail, texting, and brainstorming sessions at a meeting. In internal communication, a person's tone may be friendly and informal.

B. External Communication

External communication is the transfer of information to and from people outside the company. The goal of a company's external communication is to persuade the recipients to respond favorably to company needs.

In external communication, a person's tone is often more polite and formal. Using the right tone in external communication is more challenging than using the right tone in internal communication because you are representing your company as well as yourself.

Although your physical appearance may not be as important as the content of what you say or write, your appearance creates a first impression. The appearance of your

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communication can work either for you or against you.

III. The Six Cs of Business Communication

Effective business communication meets the test of the six Cs—*clear, complete, concise, consistent, correct,* and *courteous*. The six Cs apply to any communication situation: whether you are speaking or writing and whether you are communicating with someone inside or someone outside your organization.

A. Clear

It is not enough to communicate to create understanding; you must communicate so clearly as to prevent misunderstanding. Being specific rather than vague is a way to meet this test.

B. Complete

Complete communication includes enough details so that the recipient will not need to ask for more information.

C. Concise

Unnecessary words hamper communication because the extra words used to express the idea or thought clutter the message.

D. Consistent

All communication should be consistent in *fact, treatment,* and *sequence*. Consistency in *fact* refers to agreement with a source document or an established fact. Consistency in *treatment* means treating similar items the same way. Consistency in *sequence* refers to the arrangement of listings, such as alphabetic, chronological, or numerical.

E. Correct

All the information in a message should be accurate—the content, the spelling, the capitalization, and the punctuation.

F. Courteous

Your communication should use the you-attitude instead of the I-attitude. This means keeping the reader or listener in mind when you write or say something. Use positive words instead of negative words, and use tactful language. Use formats, such as lists, short paragraphs, and tables that are easy to read and comprehend.

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Section	Title	Text
1.1	**Overview**	Section 1.1 explains how effective communication can positively affect human relationships. Miscommunication can have the opposite effect. This section defines communication, describes the purposes and components of communication, and discusses the factors influencing communication. Both the sender and the receiver have responsibilities to ensure effective communication. Good communication skills are key in a successful career.
1.1	**Teaching Suggestions**	Make students aware that, as businesspeople, they will be expected to communicate facts, ideas, opinions, and instructions orally, in writing, and through nonverbal communication. Role-play situations using nonverbal communication. Use the case study at the end of the chapter whenever possible to help students understand the concepts presented in this chapter. Carefully review the diagram of the communication model on page 07 with the students.
1.2	**Overview**	This section reinforces the concept that communication is always a two-way process between sender and receiver; both sides are responsible for the success of that process. Listening, speaking, reading, and writing reinforce and strengthen one another. While these four communication skills are important in all aspects of life, including those involving family, friends, and school, communication skills are crucial to success in the business world.
1.2	**Teaching Suggestions**	Tell students that although two communication skills may seem to predominate in certain life situations, all four skills usually play a part. Have students recount a recent experience or conversation in which they used the four communication skills. To get students started, give them a simple example such as the following: One student (speaking) asked another (listening) whether they wanted to go to a certain movie. The second student said no because they had read (reading) a negative review of the movie written (writing) by a movie critic.
1.3	**Overview**	Section 2.3 explains that no matter how superior a company's goods or services may be, that company may not be successful if its employees do not communicate well both with others in the company and with suppliers and customers outside the company. Good communication results in a company's efficient operation, team spirit, and shared goals. Communication links all members of a company together.

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		Communication flows upward and laterally (horizontally) as well as downward. Communication that takes place in a company falls into two categories: internal and external. Effective communication meets the test of the six Cs—clear, complete, concise, consistent, correct, and courteous.
1.3	**Teaching Suggestions**	Point out to students that they will be taking the first step toward job success by understanding the role of good communication in business, the requirements of effective internal and external communications, and the importance of displaying sensitivity in their listening, speaking, reading, and writing. Communication flows in all directions and is effective if it is clear, complete, concise, consistent, correct, and courteous.
Additional Teaching Material		
ESL		**Obstacles to Learning for ESL Students** English as a Second Language students have many obstacles to overcome when communicating with Americans. In order to help students from other countries communicate effectively, the teacher should be aware of social taboos, pronunciation difficulties, and difficulties understanding American speech patterns. **Taboos** American teachers should be sensitive to social taboos prevalent in their students' home countries. For example, Chinese people do not touch a person's head. Orthodox Jews do not touch a person of the opposite sex. Japanese teachers do not sit on their desks. Vietnamese people do not show the bottoms of their feet. **Pronunciation** Pronunciation difficulties are a source of frustration for some foreign-born people. For example, many Asians have difficulties with the "r" and "l" sounds. Some Hispanics have trouble with the "v" and "b" sounds. Eastern European natives many times have difficulty with the "th" sound. All non-native English speakers have trouble with the silent letters, as the "k" in knife and the "gh" as in cough when they first learn to read. **Other Difficulties** When foreign-born people learn English in their own country,

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	they usually learn British English. Thus, when they say words such as “pretty” and “water,” sometimes native-born speakers of English will not understand them. Assigning a “buddy” or a mentor to help the foreign-born student can alleviate some of the problems of pronunciation. In the classroom, the teacher should not allow the other students to laugh at mispronunciations.
Service-Learning	Interview a diverse range of professionals on the importance of listening, speaking, reading, and writing in their professions. Persuade the campus newspaper to feature summaries of the interviews throughout the semester. Organize a panel of 4–5 area professionals to speak on communicating in business settings to local school-to-work programs and other employment programs.

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