

Chapter 1

COMMUNICATION IN THE DIGITAL AGE

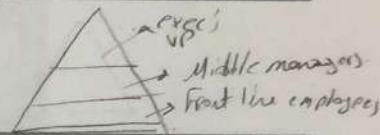
You are becoming a knowledge worker / information worker

Rise of M-Commerce, E-Commerce

- Brick-and-mortar: Organizations that don't operate online, only a physical presence

Communication is constantly important to employers

- employees look for
- 1 • Written / Oral Communication
 - 2 • Critical Thinking / Analytical Reasoning
 - 3 • Ability to analyze and solve problems + ethics



Trends in the workplace

- Social media and changing technologies
- Anytime, Anywhere: 24/7/365 availability

Shrinking Management Layers

Information Flow and Media

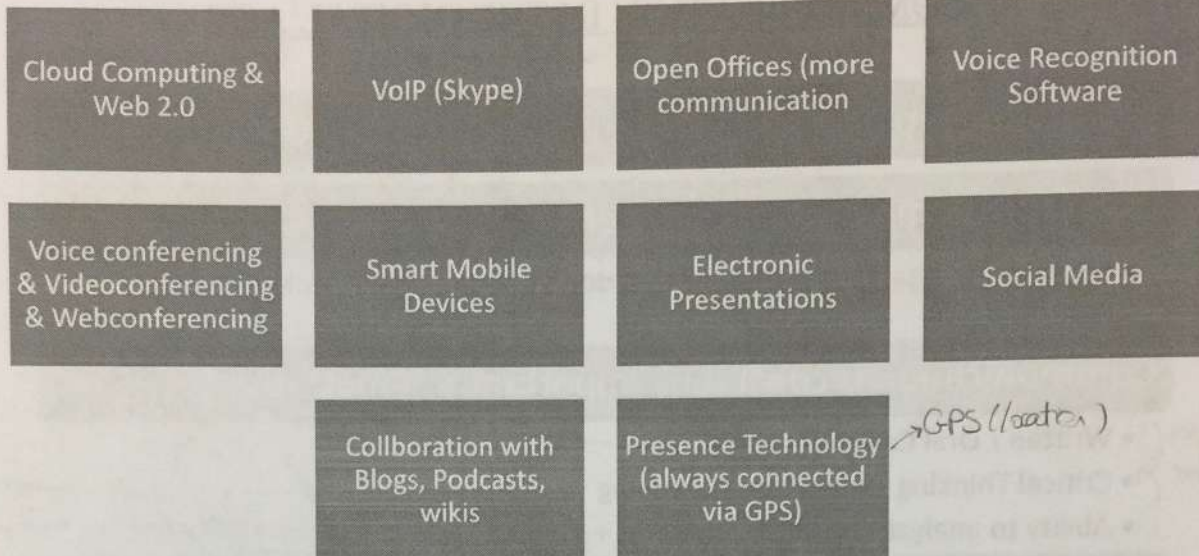
- Networked Workplace: Mobility, smart devices everywhere in the workplace
- Internal and external communication
- Media Richness: How effectiveness the channel is at passing the message along
- Social Presence: The degree to which people are engaged online and ready to connect with other

Importance of Ethics

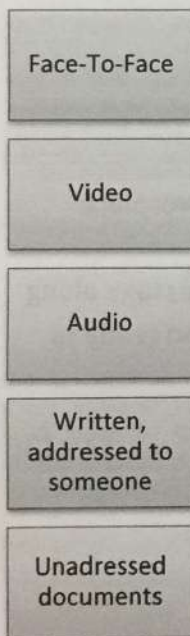
- Abiding by the law
- Telling the Truth
- Stating when it's an opinion vs. fact
- Being Objective
- Communicating Clearly
- Using We-Attitude (Inclusive)
- Giving Credit

Communication and Technology

Memorize



Media Richness and Communication Effectiveness

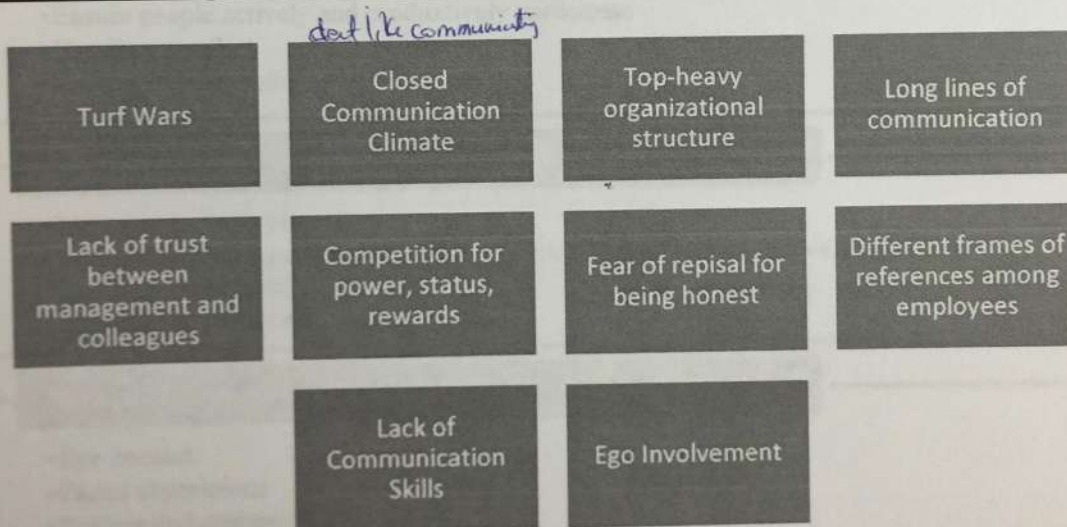


Channels

- **Formal Communication Channels:** Official channels that flow through the organization (memos, press releases) – okayed by management
- **Informal Oral Networks:** Communication channels that carry gossip and rumours throughout the organizations (also known as the grapevine)



Barriers Blocking the Flow of Communication



Hard vs. Soft Skills

SOFT SKILL A social, interpersonal, or language skill "people skills"	HARD SKILL A technical skill needed to accomplish a professional task
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For ming Team make sure everyone is included.
 Group Dynamics
 2) what being work done

Chapter 2 PROFESSIONALISM

Teams

you have to know

- **Forming:** select members, become acquainted, build trust (creating)
- **Storming:** Identify problems, learn to work together, establish decision criteria, prioritize goals
- **Norming:** Discuss alternatives, evaluate outcomes, workig better together (working better as a team)
- **Performing:** Select alternative, implement, control, monitor, manage
- **Groupthink:** A way of avoiding conflict that results in members auot-agreeing to one another
- **Group Decision:** Majority, ^{Most agree} concensus, ^{Keep arguing until everyone agrees} minority, averaging (compromise), authority ^{5:45 instead of 6:00}

Meetings

- **Think:** Is it really necessary?
- **Select participants**
- **Distribute info in advance:** data & location, agenda
- **Schedule using a digital calendar**
- **Get the meeting started, move it along (stay on topic)**
- **Ensure people actively and produxtively participate**
- **Handling conflict**
- **Ending and following up**

Listening

- **Listening to Supervisors**
- **Listening to coleagues and teammates (cirtical listening (analyze) vs. discreiminative listening (remember))**
- **Listening to customers**

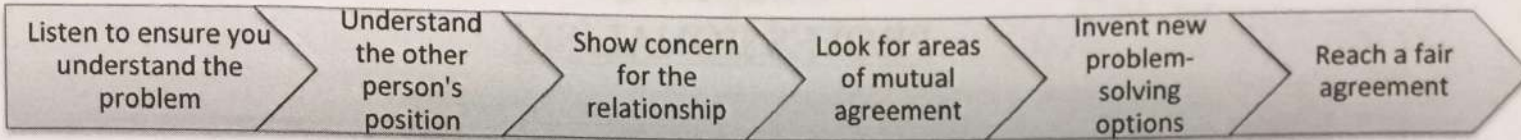
Nonverbal Communication

- **Eye contact**
- **Facial expressions**
- **Posture and gestures**
- **Time**
- **Space**
- **Territory**
- **Appearance of Business Documents**
- **Physical appearance of people**

Etiquette

make sure you are not talking to others

Six Steps for Dealing with Conflict



Meeting Purpose and Number of participants

Topic or Issue	Number of Participants
Intensive Problem Solving	5 or less
Problem Identification	10 or less
Information Reviews and Presentations	30 or less
Motivational and Virtual	Unlimited

Professionalism in communicating

Unprofessional		Professional
Uptalk, like, slang, profanity	Speech Habits	Tone of voice, speed of talking like voice
	Emails	proper salutation, ending with signature
	Email addresses	first and last name
proper greeting, hi my name is get back to you	Voicemail	Joke voicemail, not having voicemail
saying your name when you answer	Telephone presence	chatting, noisy background
	Cell phones, tablets during meetings	Using them (unless taking notes)
	Texting at work	

Chapter 3

INTERCULTURAL COMMUNICATION

Globalization → *mean world getting smaller.*

- Favourable trade agreements (NAFTA)
- Robust Middle Classes in Emerging Economies
- Advancements in Transportation and Logistics
- Growing Reach of ICT
- Domestic workforce is becoming more diverse

Characteristics of Culture *definition of culture*

- Culture is Learned
- Cultures are inherently logical
- Culture is the basis of self-identity and community
- culture combines the visible and invisible
- Culture is dynamic *(always changing)*

Being better at intercultural effectiveness

- Building Cultural Self-Awareness *(becoming more aware of other cultures)*
- Curbing Ethnocentrism - natural attitude and feeling of superiority *(أعنى)*
- Generalizations and stereotypes and prejudice ^{*negative*} (rigid attitude on a given stereotype)
- Being open-minded - Tolerance vs. acceptance, empathy
- Saving face - common in Asian cultures (16 ways of saying no in Japan)
(Chinese dilemma)

Nonverbal cues in intercultural communication

- **Example:** Silence in North America vs. Asian cultures
- ✗ • **Descriptiveness:** The use of concrete and specific feedback
- ✗ • **Nonjudgmentalism:** attitude of preventing defensive reactions *(Trying not to judge is messy to not react to it)*
- ✗ • **Supportiveness:** Requires us to support others with positive feedback (head nods, eye contact)

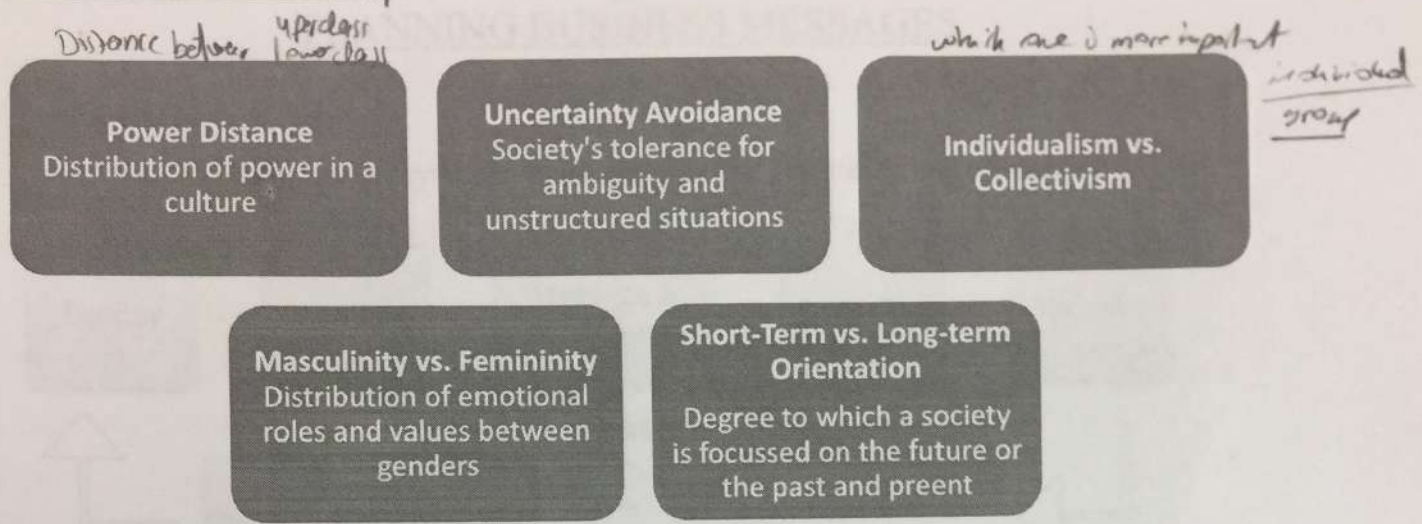
Technology and intercultural communication

- How has social media impacted the cultural divide?
- Over 70% of Fortune Global 500 companies use social media

Diversity

- Seek training
- Understand the value of differences
- Don't expect conformity
- Make fewer assumptions

Dimensions of Culture



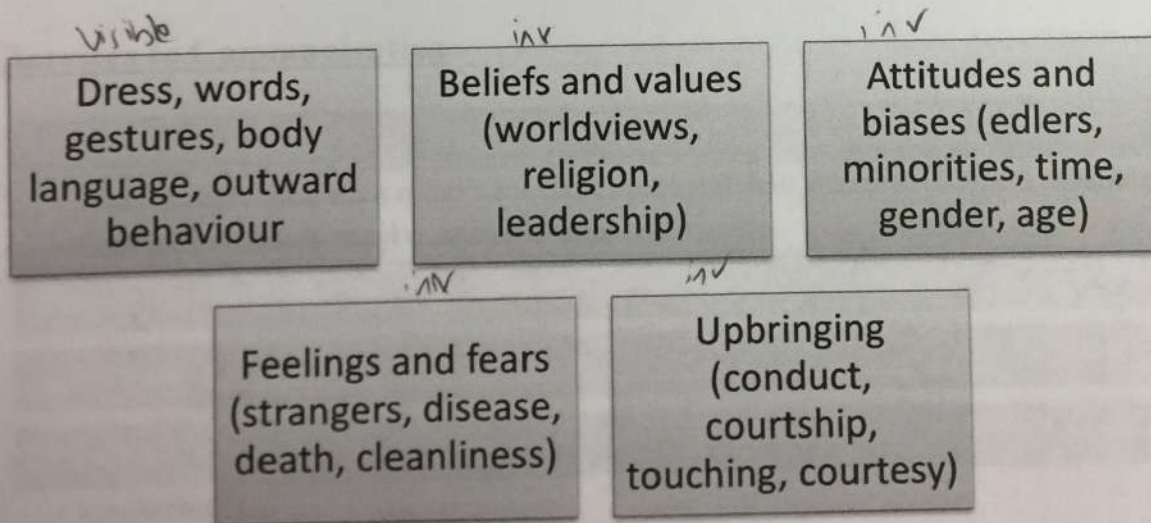
- **Low-Context Cultures:** Cultures that favour direct communication and depend on explicit verbal and written messages exclusive of context

Examples:

- **High-Context Cultures:** Cultures in which communication depends not only on the explicit wording of a message but on its surrounding context

Examples:

Visible Culture vs. Invisible Culture – which is which?

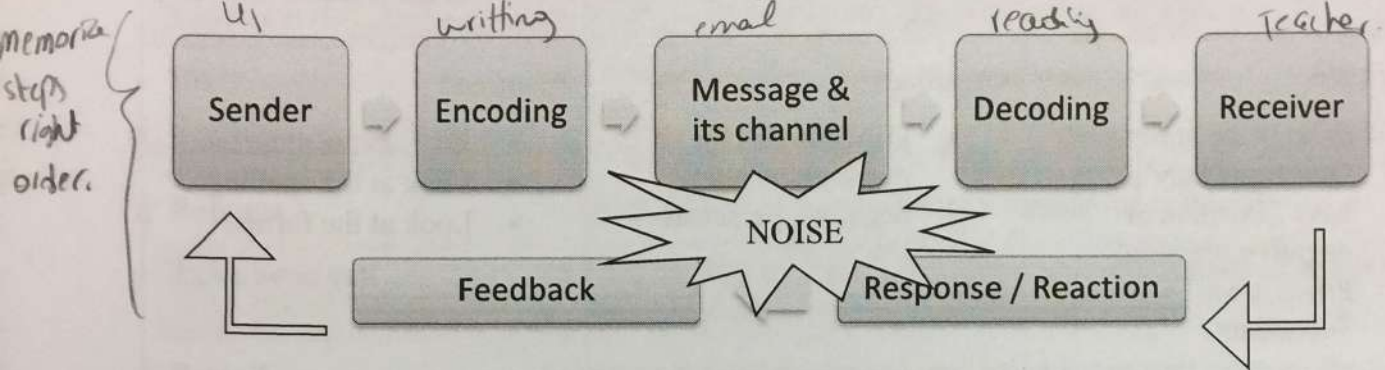


Chapter 4

PLANNING BUSINESS MESSAGES

Communication Process

Transaction involving sharing symbols, words, images and gestures to create meaning



Example: Submitting a report to your teacher

- Sender
- Encoding
- Message
- Channel
- Decoding
- Receiver
- Feedback
- Noise

Barriers to Communication

Bypassing *misunderstanding of specific word*

- When people miss each other's messages because they interpret different meanings
- **Example:** Probably, maybe, never, always

Different Frames of Reference *different cultures based on experience*

Lack of Language Skill

Distractions

- Environmental
- Emotional
- Physical

3x3 Writing Process *Very Imp*

Prewriting (25%)	Drafting (25%)	Revising (50%)
Analyze <ul style="list-style-type: none"> • What is the purpose? • Which channel? 	Research <ul style="list-style-type: none"> • Consider prior knowledge of audience 	Edit <ul style="list-style-type: none"> • Parallelism • Make it clear, concise
Anticipate <ul style="list-style-type: none"> • Who is the audience? • Questions they'll have? Positive or negative reaction? • Primary vs. Secondary? 	Organize <ul style="list-style-type: none"> • Depends on type of message (positive, negative, persuasive) 	Proofread <ul style="list-style-type: none"> • Look at the message • Look at the spelling • Look at the format
Adapt <ul style="list-style-type: none"> • Promote feedback • Make it relevant? 	Draft <ul style="list-style-type: none"> • Short, concise • Active voice 	Evaluate <ul style="list-style-type: none"> • Will it achieve the purpose set out?

Three Key Themes

Purpose

Concise

Audience

Message Channels

Channel	Benefit
Face-to-face conversation	For delivering a personal message or negative news, or for communicating persuasively
Video Chat	For group interactions and remote team collaboration
IM	Best for short online messages, need quick response
* Memos (paper) <i>For Emails</i>	For internal communication, record of corresponding with audience
* Reports	To deliver large amounts of data internally or externally
Telephone call	Quickly sharing information, negotiations, clarifications, not possible to meet in person (also less expensive)
* E-mail	Less formal communication, replacing letters and memos; feedback, opinions, start discussions, collect data, or send information – good for big groups
* Letters	For external messages that are sensitive, formal, require a record
Blog	To share ideas with the Internet audience, encourage response
Wiki	Provide repository of knowledge and information for digital communication

Writing Techniques

more imp

Sender focus vs. Audience Focus

more imp
The YOU view vs. the I view

Levels of Diction

- Unprofessional: He had the guts to do it
- Conversational: He had the nerve
- Formal: He was courageous

Positive vs. Negative Connotations *wether a word has positive as negative message*

Expressing Courtesy

Bias free language (gender, race, age)

Plain language and Familiar words

- commensurate vs. equal // interrogate vs. question // materialize vs. appear

Precise words, facts, quantifiable

EXTRA SPACE

Chapter 5

ORGANIZING AND DRAFTING MESSAGES

Research

- Informal Methods: Company files, talk with boss & colleagues, interview target audience, informal survey
- Formal Methods: Electronic sources, books, magazines, directories, primary sources (focus group, observations, etc.), scientific experiments

Generating Ideas

- Define the problem and make an agenda of topics to be covered
- Establish time limits - time box
- Set a quota, minimum of ideas
- Require other participants to contribute ideas
- Encourage wild thinking - don't criticize
- Write ideas on flipcharts - visuals
- Organize and classify ideas

Techniques for Generating Ideas

- Develop a mind-map or brainstorm
- Make lists and outlines

Direct vs. Indirect Openings

- When is direct better?
- When is indirect better?

indirect: high context

direct: low context, positive, clear

Very IMP

***** Basic Structures for Writing *****

→
exam

Email, Memo, Letter

- Opening
- Body
- Closing

Procedures

- Step 1
- Step 2
- Step 3
- Step 4

Informational Report

- Introduction
- Facts/Findings
- Summary

Analytical Report

- Introduction
- Facts/Findings
- Conclusions
- Recommendations

Proposal

- Introduction
- Proposed solution
- Staffing
- Schedule & Costs
- Authorization

→
exam

Sentence Structure

	Independent Clause	Dependent Clause
Simple Sentences	One	-
Compound Sentences	Two joined by a coordinating conjunction (and, but, so, for)	-
Complex Sentences	One	One
Compound-complex Sentences	Two or more	One

- ① I went to sos comm 205
- ② I went to sos and I aced my exam.
- ③ I went to sos comm located in the PK building

Sentence Writing Guidelines

Avoid fragments (1 dependent clause)

Avoid comma splice (2 dependent clauses)

Avoid run-on sentences

Use short sentences (8 words = 100% comprehension; 28 words = 50%)

Use Vivid Words

- "Facebook has dramatically changed the way people socialize on the Web"

Label significant ideas

- Most importantly, the company must begin researching new....

Place important ideas in the sentence first

Use the active and passive voice effectively

- When is the passive voice best used?

Use parallelism

Dangling or misplaced modifiers

Parallelism

- **Parallelism:** Using the same grammatical form or matching sentence structures to express equivalent ideas

Example: We need to improve customer satisfaction, increase frequency of purchases, and prioritize loyalty.

Example: We need to work to improve customer satisfaction, increase frequency of purchase and make customer loyalty a priority.

Active vs. Passive Voice

Active Voice	Passive Voice
○ Energetic, forceful, direct	○ Weak, indirect, tactful
○ States the good news clearly	○ Softens bad news
○ Emphasizes the person who performed the action	○ May hide the person doing the action
○ <i>Example:</i> Jake completed his report by the deadline	○ <i>Example:</i> The report was completed a few days past the deadline by Jake.

less heavy
Chapter 6
REVISING BUSINESS MESSAGES

Conciseness

Eliminate Flabby Expressions

- As a general rule
- At a later date
- At this point in time

Avoid long lead-ins

Drop unnecessary There is/are and it is/was

Rejecting Redundancies

- Absolutely essential
- Basic fundamentals
- Big in size

Get rid of empty words

- In the case of
- In the instance of
- When it arrive

Clarity

Keep it short and simple

Dump Trite Business Phrases

- As per your request, every effort will be made

Drop cliches

- First and foremost, stand your ground, think outside the box

Avoid slang

- Informal words with arbitrary meanings
- Snarky, lousy, bombed

Avoid Buzzwords

- Technical expressions that don't say much
- Innovative, synergies

Dont bury verbs

- Conduct a discussion of
- Give consideration to

Control Exuberance

- Don't add too many of the following: really, truly, actually, extremely

Readability

Serifs vs. Sans serif fonts

Justified vs. ragged margins

Use white space

Stylize: Bold, italics, small caps, all caps, underline

Add headings when possible

Numbered lists vs. bulleted lists

- Consider the capitalization Of Each Item
- Consider the punctuation at the end of each sentence.
- Consider parallelism of each point

Proofreading Techniques

Document is now in its final form. This is the final check to make sure it's perfect

- Spelling
- Grammar
- Punctuation
- Names and numbers
- Format



Finally, evaluate the effectiveness of you message!

Chapter 7

TYPES OF BUSINESS MESSAGES

Emails

- Email isn't always appropriate
- Be careful of who you're writing to
- The subject line is key
- **Down-editing:** Involves inserting your responses into parts of the incoming message when replying to emails

Emails vs. Memos

- Length *email can be longer (attachments)*
- Permanent Record *(physical) memos*
- Demand Formality *memos are more formal*
- Access to email

Messaging and Texting

- What are the advantages?
short, more informal, more casual
- What are the disadvantages / risks? *privacy, misinterpretation, non verbal*

Podcasts and Wikis

- A combination of the words broadcasting and iPod
- Webcasting or vcasting (for live video) are synonymous

Blogging

- Public Relations, Customer Relations, Crisis Communication
- Market Research and Viral Marketing (fast spreading messages online)
- Online communities
- Internal communication and recruiting

Social Networking Sites

- Many companies have similar networks like internal facebook
- RSS: Really Simple Syndication - subscriptions to updates and new content

Email Writing Practices

Getting Started	Replying	Email Etiquette	Closing Effectively
<ul style="list-style-type: none"> • Be sure email is the way to go • Write a clear subject line 	<ul style="list-style-type: none"> • Scan all emails first • Change the subject line if topic changes • Down-editing • Use headings and lists • Start with the main idea 	<ul style="list-style-type: none"> • Obtain approval before forwarding • Soften tone • Resist humour and sarcasm • Avoid writing in CAPS 	<ul style="list-style-type: none"> • End with due dates, next steps, friendly remark • Add contact info to signature • Edit your text

Business Wiki Categories

Global Wiki

- To spread information across teams geographically apart

Knowledge base wiki

- Used to disseminate info to large audiences to share knowledge, experiences, new updates

Meeting wikis

- Feedback from employees before and after meetings, or creating documents during

Project Management Wikis

- To keep everyone up-to-date, provide documentation, schedule

Blogging

1. Identify your audience
2. Choose a hosting site
3. Craft your message
4. Pick the right keywords
5. Work the blogroll (other similar blogs, link back, interact, engage)
6. Blog often
7. Monitor traffic

**** Blogs often include a call to action at the end. Provide opinions but supported by facts. ****

Chapter 8

POSITIVE MESSAGES

REQUEST MESSAGE

Asks the reader to perform a request

main ideas First

- Opening: Put the main request first – question or polite command. No explanation
- Body: Explain your logic. Introduce multiple requests in a summarized fashion, using lists and formatting
- Close: State what action is to be taken. Set an end date if needed. Close with appreciation, call for action.
- Remember your audience



REQUEST RESPONSE

Respond's to the reader's request

- Put the main idea or good news first
- Make sure you're right person to respond and do so quickly
- Remember your audience: Anticipate questions, prior knowledge, etc.
- Lay it out properly

when you hear a message:

Social Media Response

- Note ~~all~~ all messages warrant a response, whether positive or negative
- Responses should be to correct misinformation, to serve the customer if a mistake has been made, or if value can be added to the positive comment

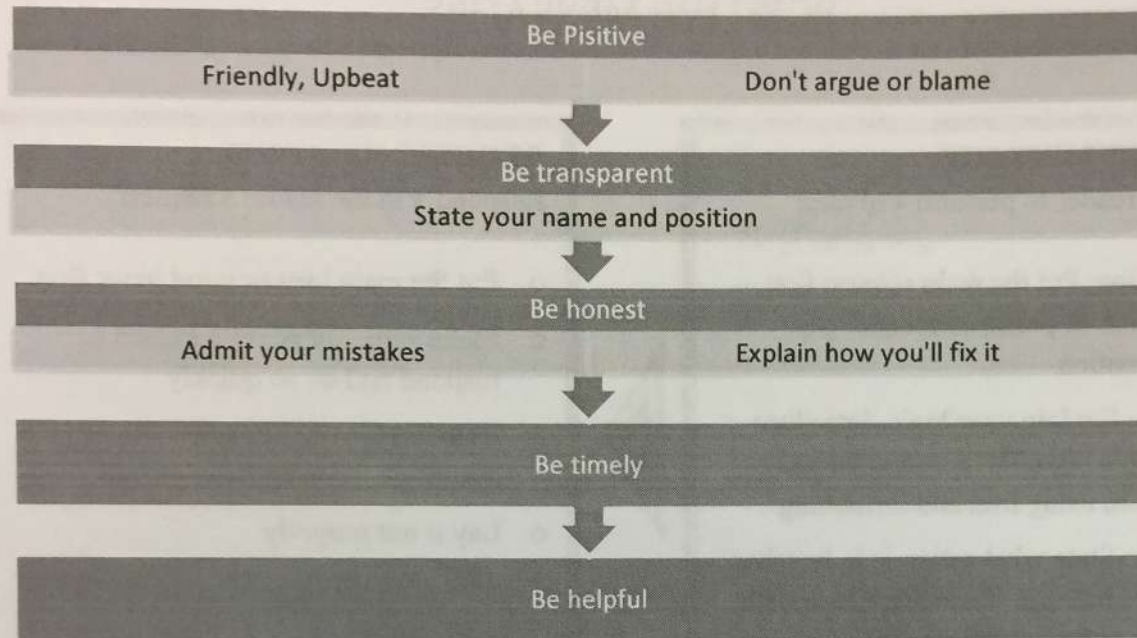
Instruction Messages

- Describe how to complete a task.
- Should be divided into steps in the body

Direct Claims and Complaints

- Claim: Request from a customer to right a wrongdoing (refund, fix it)
- Adjustment: Response from the company to a claim
- Always close with goodwill to keep the relationship alive

Responding to Customers Online



Writing Claims and Adjustments

Claims	Adjustments
<ol style="list-style-type: none"> 1. Open with a clear statement of what you would like 2. Provide explanations to justify your claim 3. Conclude with a call for action 	<ol style="list-style-type: none"> 1. Reveal the good news up front 2. Explain details of what you're complying with 3. Decide whether or not to apologize 4. End with expression of goodwill
<p>When all else fails, you can consider posting a review online. Just be sure to check the rules, provide an objective view, consider that it's permanently on the web, reply if they offer to help in the end.</p>	<p>You don't always need to apologize, but people do love to be apologized to.</p> <p>Be sensitive in your language use and never blame the customer even if they're at fault</p>

Goodwill Messages

- Should be personalized, prompt (sent in a timely fashion), short, and sincere

Thank-You Letters	Letter of Congratulations	Letter of Sympathy
<ul style="list-style-type: none"> • Thank them for what they have done • Include a few details on how what they've done helped 	<ul style="list-style-type: none"> • Conveys pleasure at someone's happiness 	<ul style="list-style-type: none"> • Expresses sympathy or condolences for a personal loss • Keeps it positive and offers support

Selfless	Specific	Sincere	Spontaneous	Short
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EXTRA SPACE

format
letter
Memo
Email
proposal
Reports

Type of message

positive
Negative
persuasive

Structure

direct
indirect or direct
indirect

Chapter 9 *JMP* NEGATIVE MESSAGES

Avoiding Liability

- **Defamation:** False statements made against someone that harm their reputation
- **Libel:** Abusive written language
- **Slander:** Abusive spoken language
- **Good-Guy Dyndrome:** Always wanting to make ourselves look better or make the receive feel better even if it dilutes the message or can be legally dangerous

Cushioning Bad News

- Positioning the bad news in light of strategy
- Use the passive voice so as not to emphasize it
- Highlight the positive
- Imply that something has been refused
- Suggest an alternative or compromise

Presenting Reasons

- Explain clearly
- Cite the Read or Other Benefits in not getting good news if possible
- Explain company policy
- Choose positive words
- Show fairness and seriousness

Structuring Negative Messages

DIRECT WRITING PLAN

INDIRECT WRITING PLAN

Direct Writing Plan

- Direct, up-front approach is all business; no-nonsense decisiveness. It may come off as cold, so it is important to be polite and consider when to use a direct writing plan.
 - When you know the reader well enough to know his or her preference for directness
 - When bad news is expected or related to a problem
 - When critical information is otherwise escape notice
 - When bad news is not serious or significant to the reader
 - When it is company practice to write all internal messages straightforwardly
 - When you intend to terminate a business relationship

1

Begin with a simple, well-phased statement of the bad news
Give the bad news only once

2

Provide an explanation that the reader can reasonably accept
Keep the explanation clear and on a need to know basis

3

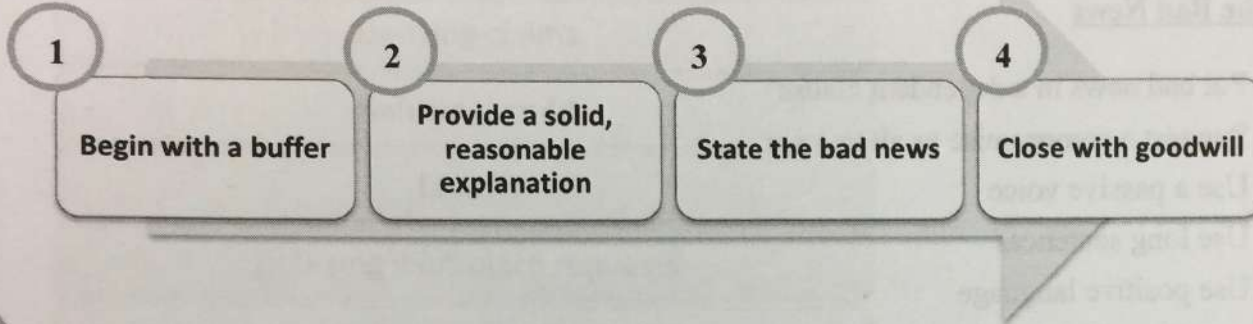
Offer an alternative if possible
Perhaps you can offer the reader the next best thing

4

Close with a goodwill statement that doesn't refer to the bad news
This part draws away from the bad news and focuses on positivity and continuing the relationship with the reader

Indirect Writing Plan

- More traditional way of delivering unfavourable news, "let down easy". Main message is delayed and presented towards the end.
 - When you don't know the reader well
 - When the bad news isn't anticipated by the reader
 - When you anticipate a strong negative reaction from the reader



Begin with a Buffer

- **Buffer:** One to three sentences that are a first defence against toxic messaging. Establishes rapport with the reader without forecasting the bad news.
 - Guides the reader towards the explanation, often planting keywords to transition to bad news.

Bad News Buffers	Explanation
Appreciation	Thanks the readers for their inquiries, contributions, applications, business, feedback, or interest
Good or Neutral News	The "first the good news, not the bad news" approach.
General Principle or Fact	Outlines organizational policies or practices.
Chronology of Past Communications	Retraces events or correspondence relevant to the current situation.
Statement of Agreement or Common Ground	Refers to a relevant view shared by the writer and reader.
Apology or Statement of Understanding	Expresses sympathy or regret for what has happened or what the reader has experienced as a result of a decision made.
Compliment	Praises the reader's efforts and contributions without resorting to false flattery.

2 Provide a Solid, Reasonable Explanation

- An explanation of the bad news prepares the reader for the refusal or denial.
 1. Stick to the facts and avoid editorializing
 2. Refer to company policy as needed but don't hide behind it
 3. Use positive and neutral words

3 State the Bad News

1. Put bad news in a dependent clause
2. Suggest a compromise or alternative
3. Use a passive voice
4. Use long sentences
5. Use positive language
6. Avoid spotlighting the bad news

4 Close with Goodwill

- Don't repeat the bad news, remind the reader of problems, or hint at future difficulty
- Don't invite further correspondence, unless you want contact
- Don't apologize for having to say no

5 Rs of Apologizing in the Digital Age

Recognize the offence

Responsibility - take it

Remorse - show them you're sorry

Restitution - what you'll do about it

Repeating - it won't happen again

Types of Negative Messages

- Refusing Requests
- Declining Invitations
- Announcing rate increases and price hikes
- Denying claims
- Refusing credit
- Layoffs
- Refusing workplace requests
- Refusing job offers

Chapter 10

PERSUASIVE & SALES MESSAGES

Persuasion

- Symbolic process - using words and symbols to convey a point
- Attempting to influence, not force
- Self-Persuasion: Ethical communicators often believe fiercely in what they're trying to persuade you of
- Transmitting a clear message
- Free choice, not forced

Changing Persuasion in the Digital Age

- More persuasive messages than ever before
- They are spreading faster than before
- All companies need to be persuasive to stand out
- More subtle and misleading techniques are being used
- More complex and impersonal than before

6 principles to Direct Human Behaviour

Technique	General Idea
Reciprocation	If you do me a favour, I'll do you one
Commitment	Once you start, you should continue – often used in fundraising
Social Proof	Providing proof and actions that will convince you, especially proof involving other humans
Liking	We are more likely to accept requests and favours from people who we think like us
Authority	Convey authority to convince the receiver to comply
Scarcity	Limited-time offers, limited quantities, we like things that are scarce and restricted, FOMO

Persuasive Message Structure (AIDA)

ATTENTION	Capture attention, create awareness, describe the problem, compliment, ask something stimulating	Opening
INTEREST	Describe rationale, facts, figures, examples, specific details, benefits	Body
DESIRE	Reduce resistance, anticipate objections, offer counter arguments, show the value again	Body
ACTION	Make the request, call to action, make it easy	Closing

Good Persuasive Messages Contain...

Credibility - this is someone you should believe

Reasonable, specific request - doesn't beat around the bush, is realistic

Tie facts to benefits - Provide stats, reasons, analogies to support your arguments

Recognize the power of loss - show what you have to lose if they don't accept

Expect and overcome resistance - anticipate it and rebut it before they respond

Share solutions and compromise - be flexible and listen to create buy-in

Appeals

- **Appeal:** A single attempt to persuade

RATIONAL APPEAL

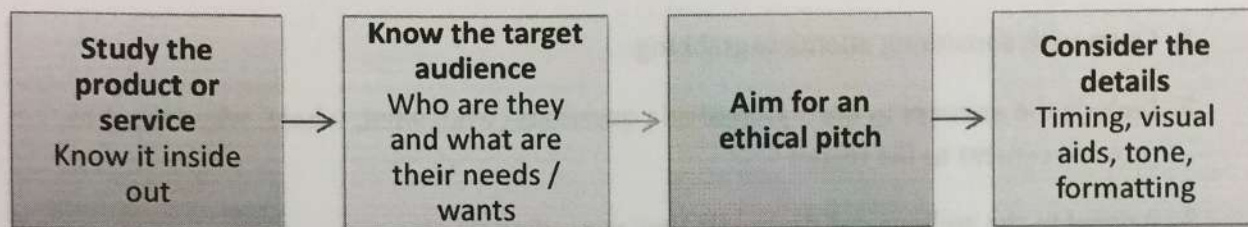
EMOTIONAL APPEAL

DUAL APPEAL

Sales Messages

- **Sales Letter:** Letter promoting a produce, service, or business – seeks new business or additional sales – very detailed
- Salespeople know that message is key, people ignore sales messages, and persuasion is critical in closing the deal.

Making a Sales Letter



STEP 1: Gain attention

- Thought-provoking act
- Good news that makes the reader feel important
- Special offer or bargain
- A question or a story

STEP 2: Introduce the Product

- Describe the product and tie it to your opening

STEP 3: Make it desirable (persuade)

- Think from the reader's point-of-view
- Handle objections, anticipate questions, dispel possible doubts
- Only emphasize price if it's a major deal; otherwise, omit it or de-emphasize it
 - *Example: cars*

STEP 4: Ask for action

- Encourage quick action
- Say when you will follow-up, or just make sure you do eventually

Writing Successful Email Sales Messages

1. Make the subject line catchy
2. Keep the main information “above the fold”
3. Make the message short and concise
4. Provide testimonials as proof throughout
5. Provide a means of opting-out

Persuasive Press Releases

1. Open with something attention-grabbing
2. Include the answers to the 5 journalistic questions (who, what, where, why when) to provide context to the reader
3. Appeal to the audience of the media you’re sending this to
4. Present the most important info early as people lose attention
5. Insert intriguing information and quotes from management
6. Make it readable and visually appealing
7. Look and sound credible – no typos, spelling errors, fact errors

Chapter 11

REPORTING

Types of Reports

- **Informational:** Present data without analysis or recommendations
- **Analytical:** Present data with analysis and conclusions

Organizational Strategies

- **Direct Strategy:** Purpose for writing is presented to the writer from the beginning of the writing process
- **Indirect Strategy:** Used when the findings are presented at the end. Good when reader is unfamiliar with the problem

Writing Style

- **Formal:** For theses, research studies, controversial reports
- **Informal:** For short, routine reports, audience is familiar, noncontroversial, mostly used for internal communication

Report Formats

- **Letter format:** Prepared on company stationery with a date, inside address, salutation, and complimentary close.
- **Memo & Email Format:** For shorter, informal reports. Includes date, to, from, subject
- **Manuscript Format:** For longer, more formal reports - printed on plain paper
- **Forms and Template:** Some exist for routine reports
- **Digital Format:** PDF, PowerPoint

Purposes of Documentation / Citing

- To strengthen your argument
- To protect yourself against plagiarism
- To instruct the reader where to find more
- To save time (not reinventing the wheel)
- Often uses MLA (Modern Language Association) or APA (American Psychological Association)

Copyright

- **Copyright Act:** Protects creative endeavours by ensuring that the creators have the sole right to authorize their publications, performance, or reproduction
- **Copyright:** Right to copy
- **Fair Dealing:** Exception to copyright including private studies, research, criticisms, review, and news reporting

Avoiding Copyright

- Assume that all intellectual property is copyrighted
- Things found on the Internet aren't public domain
- Be careful of fair dealing clauses
- Ask for permission
- You may need more than a footnote - this doesn't give you the right to copy or plagiarize

Researching and Collecting Data

In-House

Example: Internal files, memos, reports, or company intranet or records

Publicly Available

Example: Consultants, experts, internet, CD-Roms, newspapers, books, magazines

Restricted

Example: Members-only internet sites, research b other companies

Primary Research

- Depends on first-hand sources
- Go get it yourself and generate the data you need
- Based on your own observations and experience
- Interviews, carry out surveys, make own observation, etc
- SURVEYS, INTERVIEWS, OBSERVATION, EXPERIMENTATION

Secondary Research

- Retrieval of existing information based on what other have observed and experience.
- Research online, database or in a library
- CRITERIA: Currency, authority, content, accuracy

Survey Notes

Select the population carefully

Explain why it's necessary

Consider incentives

Limit the number of question

Use questions that produce quantifiable answers

Avoid ambiguity and leading questions

Make it easy to respond

Conduct a pilot study - test it out

Graphics and Visuals

- Visual representations of data to replace words and make numerical information easier to understand; clarify and simplify data

Clearly titles and labelled	Uncluttered and easy to understand	Accurate and ethical	Have a clear purpose
-----------------------------	------------------------------------	----------------------	----------------------

Type	Description
Table	Rows and columns that organizes mostly numeric data <ul style="list-style-type: none"> • Should fit to one page • Apply headings so each row and column is clear • Use N/A for rows missing data
Matrix	Word table that represents qualitative information
Pie Chart	Circular chart divided into sections that make up a part of the whole
Bar Charts	Horizontal or vertical bars each representing a specific item that is compared to all the others <ul style="list-style-type: none"> • Segmented: Single bars are divided into sections • Deviation: Positive and negative values are shown
Line Graphs	Visual line on a grid to show a trend according to the relationship between the two variables, each depicted on an axis <ul style="list-style-type: none"> • Grouped Line Graph: Multiple lines compare different items
Flow Charts	Maps out procedures, processes, sequences, steps
Organizational Chart	Shows the different levels or departments in and organization and how they are interrelated

Chapter 12

INFORMAL BUSINESS REPORTS

Data

- **Measures of Central Tendency:** Mode, Median, Mean
- **Correlations:** Relationships between two or more variables
- **Grid:** Used to organize verbal data (Matrix in previous chapter)
- **Decision Matrix:** Grid that helps you show how a decision was made by assigning weights, criteria, and assessments next to alternatives

Drawing Conclusions and Making Recommendations

- Findings vs. Conclusion vs. Recommendation

Ordering Information Logically

- Time / Chronologically
- Component such as location, geography, part, office
- Importance
- Criteria
- Convention - headings that everyone will understand

Headings

- **Functional Headings:** Background, findings, Personnel, Costs
- **Talking Headings:** Lost data due to security breach, Improve Security System
- **Combination Heading:** Introduction: Need for new office assistant

- Use first and second level headings at most in short reports
- Capitalize and emphasize carefully
- Apply punctuation carefully
- Include one at least one heading per page

Informational Reports

- Communicate *ongoing activities*, non-routine, case-by-case situations
- Help to make the reader *aware* and familiar with something without much background information; *crisp, direct, and straightforward*

INVESTIGATIVE	PERIODIC / ACTIVITY REPORTS	PROGRESS REPORTS	JOB COMPLETION REPORTS
<ul style="list-style-type: none"> • Deliver data from a specific incident or situation 	<ul style="list-style-type: none"> • Documents ongoing activities or projects of a team or department • Routine, recurring 	<ul style="list-style-type: none"> • Updates at different points of a project • Opening summary • Work completed • Work in progress • Work to be completed • Closing / forecast 	<ul style="list-style-type: none"> • Last report at the end of a big project, provides closure. • Opening / Overview • Background (job's purpose, who, what, when, why) • Project milestones • Variances (between original plan and execution) • Actions

Summary Reports

SUMMARIES	TRIP REPORT
<ul style="list-style-type: none"> • Compressing longer information and condensing into only what management needs 	<ul style="list-style-type: none"> • Summary of the events of a business trip or conference • Also known as a Conference Report

- Never introduce your own points
- Review the original documents and pick out what's important
- Reference the original author and make the original version *easy to find*

Analytical Reports

- Persuasive elements become necessary for these reports

RECOMMENDATION REPORTS

- Goes a step further and provides some recommendations to the problems outlined
- Includes all possible alternatives and, using decision criteria, picks the best one

JUSTIFICATION REPORT

- Justifies the need for purchase, investment, policy change, or hiring
- Similar to a recommendation report
 - Can use the direct or indirect writing plan

FEASIBILITY REPORT

- Evaluates whether or not a project or alternative is a good idea or practical
 - Discuss decision criteria, pros & cons, costs, timing
 - Risks are very important
 - Use a direct approach: Announce whether it is GO or NO GO, then back it up

PROPOSAL

- Presents ideas for consideration and acceptance by the reader
- SEE NEXT CHAPTER

YARDSTICK / COMPARRISON REPORT

- Evaluaties two or more solutions to a single problem and establishes criteria for picking the best.
 - Introduce the problem
 - Establish th eoptions
 - Set criteria - some are necessary while others are simply desirable (nice to have)
 - Compare, rank, analyse and draw conclusions
 - Make your recommendation

- **Problem statement examples**

- Recommendation report: What should we do to increase employee safety in the factory?
- Feasibility report: Should open a new manufacturing facility in India?
- Yardstick report: Which of three proposed IT systems should we purchase?

Chapter 13

PROPOSALS, BUSINESS PLANS, FORMAL REPORTS

- **Proposal:** Written offer to solve problems, sell good or provide services
- **Request for Proposal (RFP):** An open call for submissions to provide services or goods to address a problem that a company is having
- **Model Contract:** Sample contract often sent along with proposals that can be returned signed if the reader signs off on the proposed items as is.

Informal Proposal	Formal Proposals
Introduction Background, Problem, Purpose Proposal, Plan, Schedule Staffing Budget Authorization Request	Copy of RFP (Optional) Letter of Transmittal Abstract or Summary Title Page Table of Contents List of Figures Introduction Background, Problem, Purpose Proposal, Plan, Schedule Staffing Budget Authorization Request Appendix

Formal Reports

Informal Report	Formal Report
<hr/> <hr/> <hr/> <hr/>	Cover Title Page Letter of Transmittal Table of Content List of Figures Executive Summary Introduction Body Conclusions Recommendations (if requested) Appendix References <i>(MLA = Works Cited, APA = References)</i>

Letter of Transmittal

Use letter format (data, inside address, salutation, complimentary close, signature line, etc.)	Announces the report and identifies who authorized it	Gives broad overview of the purpose of the report (often in bullet points)
Describes primary and secondary research	Offers to discuss report, express appreciation	End with signature

Chapter 14

BUSINESS PRESENTATIONS

Types of Business Presentations

- **Briefings:** Short overviews and summaries
- **Reports:** Presentation or report or status updates
- **Podcasts:** Online, pre-recorded audio clip shared on the Web
- **Virtual Presentations:** Presented via online communication channels
- **Webinars:** Online courses, lectures, or workshops

Introduction

- Capture listeners' attention and get them involved
- Establish your credibility
- Preview your main points

Body

- **Chronology:** Explaining things in order of when they happen
- **Geography / Space:** Moves across regions being addressed
- **Topic / Function / Conventional Grouping**
- **Comparison / Contrast**
- **Journalistic Pattern (Who, What, Where, Why, When, How)**
- **Value/Size**
- **Important**
- **Problem/Solution**
- **Simple --> Complex**
- **Best/worst case scenario**

Conclusion

- Summarize the main themes
- Leave the audience with some food for thought
- Include a statement that allows you to leave gracefully

Building Audience Rapport

- **Imagery in your speech**
- **Verbal Signposts:** Previewing, Summarizing, Switching Directions
- **Non-verbal messages:** animate yourself, speak extemporaneously, punctuate your words, walk around, vary your facial expressions

Audience Type and Delivery

Audience Type	How to organize the presentation	Delivery Style	Supporting Material
Friendly	Any pattern	Warm, friendly, open	Humour, personal examples, stories
Neutral	Present both sides, pro/con, problem/solution, best/worse, comparison/contrast	Controlled, confident, composed	Facts, statistics, expert testimonials. No Humour, personal stories or anything flashy
Uninterested	Brief and to the point	Be dynamic, engaging, eccentric	Humour, visuals, quotes, interesting stats
Hostile	Topical, chronological, geographical - very ordered	Calm, controlled, speak slowly	Objective and expert testimonials. Don't accept questions.

Imagery - Painting a picture for your audience

Analogy	Simile	Metaphor
Personal Anecdote	Personalized Statistics	Best / Worst Case Scenario (exaggeration)

You're as fast as lightning

This report is a piece of trash

Visual Aids

Types of Visual Aids

- Multimedia Slides
- Zoom Presentations (Prezzi)
- Video
- Handouts
- Flipcharts & Whiteboards
- Props

Consider how you can apply 3x3 to visual aid creation

- .
- .
- .

- .
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- .
- .

These three instructions: A classmate for starting a call that involves the following steps - Name the person you are calling, identify yourself, and explain why you are calling.



Delivery

Before	During	After
<ul style="list-style-type: none"> ✓ Prepare thoroughly ✓ Rehearse ✓ Time Yourself ✓ Dress professionally ✓ Request a lectern ✓ Check the room ✓ Greet members of the audience ✓ Reduce your stress ✓ Be sensitive to different cultures and your audience's first language 	<ul style="list-style-type: none"> ✓ Begin with a pause ✓ Present your first sentence from memory ✓ Maintain eye contact ✓ Don't read notes ✓ Control your voice ✓ Don't apologize ✓ Slow down your talking ✓ Don't be afraid to pause ✓ Move naturally ✓ Engage with visual aids ✓ Don't digress too much ✓ Summarize your main points 	<ul style="list-style-type: none"> ✓ Distribute Handouts ✓ Encourage Questions ✓ Repeat Questions ✓ Reinforce the Main Points ✓ Keep control ✓ Avoid Yes, but answers ✓ End with a summary

Telephone Skills

- Be careful of those around you
- Speak in a low, conversational tone
- Only take urgent calls in quiet areas
- Plan a mini agenda when calling someone
- Be brief when you are rushed
- Bring the call to a close by summarizing
- Be prepared to Leave Messages
- Plan for Vacations (Modify your VM)

Three Point Introduction: A classic formula for starting a call that involves the following steps - Name the person you are calling, identify yourself, and explain why you are calling

Chapter 15

JOB SEARCH AND RESUMES

Changing Job Market

- Communication is something everyone wants
- People don't stay at jobs for as long
- The job market is increasingly global and multicultural

Start by understanding YOU

Assess Your Qualifications

Explore Career Opportunities

- Visit Career Centres on-campus
- Look online
- Check the library for subscriptions
- Look for summer jobs, internships and part-time work
- Interview someone who work in your field
- Volunteer with a not-for-profit
- Join a professional organization in your field

Develop a Job-Search Strategy

- Includes: Networking, Internet Job Boards, Agencies, Cold Calling, Classified Ads, Referrals

Check out the Hidden Job Market

- Not all jobs are posted - 50%-80% are hidden; you need to know someone
- Build your personal network
- Check out social media to see where people might need help

Build Your Personal Brand

Consider Digital Tools

- Keyword Search - focus on nouns and the skills section of a posting
- Consider alternate job title names
- Create an e-portfolio of past work if relevant
- Consider video resumes and infographics

Format for Submitting Your Resume

- Word Document
- Plain-text document (often for job board or online forms)
- PDFs
- Company database (online form)
- Fax

Resumes Styles

Chronological Resume

- Shows work experience, education, and achievements in reverse time sequence (starts with present)

Functional Resume

- First lists qualifications instead of specific past positions, in order of importance and relevance to the job at hand

Combination resume

- Combines lists of qualifications and chronological order - less conventional

Resume Sections

Section Name	Contents
Name and contact information	Larger text, centered and bolded. No ethnicity, religion, age, marital status, health, sexual orientation
Objective / Career Profile	One-liner connecting your career goals to the job you're applying for (customized each time)
Summary of Qualifications	One or two sentences summing up your qualifications and experiences
Education	Degree, name of school, locations, field of study, dates, and academic honours if any
Experience	Job title, company and location, dates, action verbs to describe your tasks in 2-3 lines
Skills and Capabilities	Hard and soft skills
Awards and Activities	Shows that you are well-rounded
References	"References available upon request" - supply separate document
Publications	
Advanced Career Training	
Licenses and Accreditations	
Language proficiency	
Presentations	
Professional Affiliations / Memberships	

Scannable Resume: Resume using uncluttered formatting and inclusion of a keywords section making it easier for the hirer to scan through it

Cover Letters

- An introduction to your resume and you as a candidate

Unsolicited Application Letter

- The job-seeker is introducing himself and is proposing his candidacy for job openings
- Use the indirect writing plan... its a persuasive letter, not a request!!
 - :: Start by showing enthusiasm
 - :: Persuade them that you have skills that could benefit their organization
 - :: Ask for action

Solicited Application Letter

- Job-seeker is applying for an advertised position and is asking for an interview
- **Introduction:** Summary, request, show interest in the company and refer to the advertised position
- **Middle:** Explain how you are qualified using your experience and action verbs
- **Closing:** Ask for action; propose an interview

Chapter 16

INTERVIEWING AND FOLLOWING UP

Types of Interviews

Screening Interviews

- Eliminating candidates who don't meet the minimum requirements

One-on-One Interviews

- Traditional approach where you speak directly to the hiring manager

Panel Interviews

- Colleagues and supervisors are all there and ask questions as a panel

Group Interview

- You are one of several candidates in the room and your goal is to stand out

Sequential Interviews

- You do several interviews back-to-back to meet with different people; pass the rounds

Stress Interviews

- You are put into stressful situations like intensive questioning or making you wait a long time

Online, Video, Virtual Interviews

- Any interviews not face-to-face often using ICT

Interviewing

Before

- Be professional when picking up the phone
- Aim to stand out from that first conversation
- Research the company to understand their pain points, projects, culture, and their industry
- Practice your success stories / milestones
- Clean up your online footprint
- Be there on time and know you're being judged from the minute you step in
- Dress professionally, try to de-stress

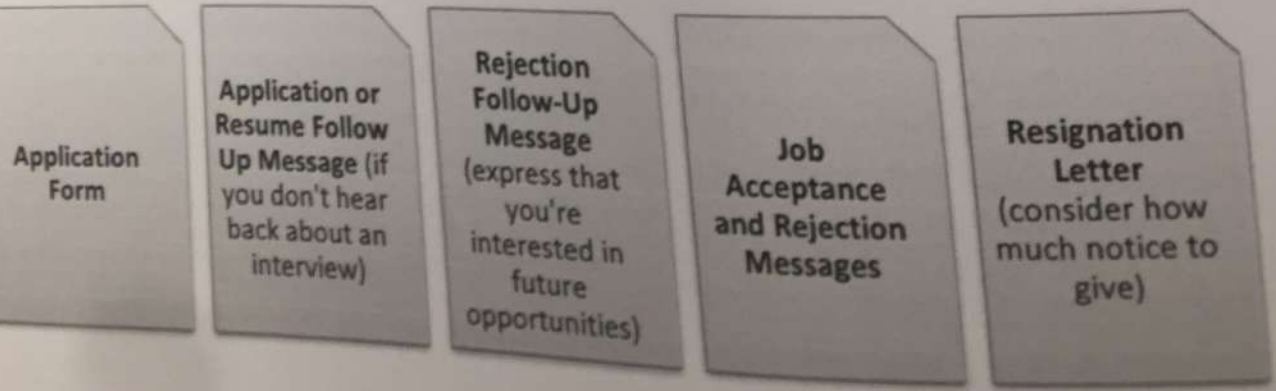
During

- Be careful of your non-verbal communication
- Practice how to answer standard questions- "Tell me about yourself"
- STAR technique: Situation, Task, Action, Result
- Ask questions at the end to show you are interested and ensure it's a good fit
- Remember, you are interviewing the company as well
- End politely and express your excitement

After

- Thank the interviewer
- Provide references if requested
- Follow-up if you don't hear back within 5 days

Employment Documents



Types of questions

Category	Examples
Questions to get acquainted	<ul style="list-style-type: none"> • Tell me about yourself! • What are your greatest strengths? • Do you prefer working with yourself or others? (middle of the road answer is best) • What was your degree and why did you choose it? • What do you like doing in your free time?
Questions to gauge interest	<ul style="list-style-type: none"> • Why do you want to work here? • Why are you interested in this position? This company? This industry? • What do you like about our products or services?
Questions About Your Experiences	<ul style="list-style-type: none"> • What should we hire you instead of a candidate with more experience? • Describe the most rewarding moment of your career so far • How has your education or personal experience prepared you for this position? • What was a typical workday like at your past job? • What did you like doing most and least? • What is the toughest boss or colleague you've had to deal with?
Questions about the future	<ul style="list-style-type: none"> • Where do you see yourself in ten years from now? • What do you predict for the future of our industry? • How do you stay up to date with current affairs? • What would you like to accomplish if you get this position?
Challenging Questions	<ul style="list-style-type: none"> • What is your greatest weakness • What type of people do you have no patience for? • How would a former colleague describe you as an employee?
Questions about salary	<ul style="list-style-type: none"> • What salary are you looking for? • How much are you presently earning? • How much do you think you are worth?
Situational Questions	<ul style="list-style-type: none"> • What if this happened...
Behavioural Questions	<ul style="list-style-type: none"> • Tell me about a time you had to solve a big problem
Illegal Questions	<ul style="list-style-type: none"> • Anything related to race, national origin, sexual orientation, religion, age, marital status, family situation, arrest record, medical conditions, personal information, or disabilities

APPENDIX MEMO & LETTER FORMATS

Memorandums

- Known as a memo, used for internal communication, initial paper-based
 - Now distributed by paper or electronic (as part of an email)
- Learn the preferences of the organization as to how communications are distributed
- Designed to be read quickly, brief, focus on important information (single-topic)

Header
(Date, to,
from, subject)

Message
(Opening,
body, closing)



2 parts of a memo

HEADER

DATE: Current date

TO: Alphabetical or in order of hierarchy

FROM: Job title and department can be included

SUBJECT: Can be abbreviated

CC: Carbon copy

**Courtesy titles are not necessary (Ms. Mr.)*

Formatting

- **Boldface:** for emphasis
- **Italics:** for emphasis
- **Bullets:** lists or visual cues
- **Headings:** divides document
- **Double-space between paragraphs**

Message

- Introduce main point in OPENING (who, what, where why, when – context). 1-3 lines
- Explain details in BODY, either chronologically, in order of specificity or importance
- CLOSE with call to action, thanks, courtesy

- **Chunking:** Grouping of items of information together so they're remembered together

Example: Phone numbers in Canada

Letter balances and placement

- 1 inch margins are the standard, shorter letters can have wider margins
- **Ragged, Right, Unjustified Margins:** Margins that end unevenly on the right side of the page

probably in the exam

Letter styles and layouts

FULL-BLOCK STYLE
All elements are aligned at the left margin

MODIFIED-BLOCK STYLE
Date, return address, dateline, complimentary close are aligned right, the rest is aligned left

SIMPLIFIED STYLE
The salutation is replaced by a subject line; no complimentary close

Letter Elements

- **Letterhead:** A printed heading on company stationery, containing the address of an organization or individual, but not the individual's name
- **Dateline:** Identifies the date on which a message was written
- **Delivery / Confidential Notation:** Who can open and read it
- **Inside Address:** Name and address of recipient (on letter itself, not envelope)
- **Attention Line:** States who the letter is for
- **Reference Line:** Identifying file, policy, invoice, reference number
- **Salutation Or Greeting:** greeting identifying the individual for whom the letter is intended, including personal title (Mr. Ms.) and surname
- **Subject Line:** Identifies The Focus Or Topic Of A Message
- **Complimentary Close** *Sincerely, thank you*
- **Signature Block:** Writer's name, title, and organization
- **Identification Initials:** Initials of the writer (upper case) and typist (lower-case). Usually omitted when there is a personal signature on the letter
- **Copy Notation:** The CC section of an email in writing; who received a copy
- **Continuation Page Heading:** A heading that identifies the second and succeeding pages of a letter; includes recipient name, the date, and page number

Tips for Case Solving

1. Start by finding the problem

What is the main issue? Try to figure out who are the actors in the case and what is the challenge they're facing and the problem that they're trying to solve in the business.

Example: How do we effectively lay off 10 employees?

Example: How should we draft a report following a robbery at the company's shipping facility?

2. Determine the audience

The audience that you're writing to will impact the medium used, the format of your message, and the way that it is written. Create an audience profile so that you know exactly who you're speaking to – use the questions on page 15 of the course pack to create a profile

Example: What are the receiver's responsibilities within the company?

Example: What is their attitude towards the subject? Will they perceive it as good or bad news?

Example: How much context do I need to provide for them to understand what I'm saying?

3. Determine what type of business communications are required

Determine: 1) the medium being used, and 2) the type of letter and message that is required to solve the problem at hand. Be sure to know why you are choosing each communication medium and letter format.

Example: The situation requires a formal report to be created by the CEO

Example: Emails can be sent out because the issue is time sensitive and simple to convey

4. Determine the steps needed to draft the type of message that you have chosen

Even if there is not specific question asking for this, it's always best to list the 3-4 steps required in drafting that type of specific message. This will help you to better analyze the case, make recommendations to solve the problem, and can potential help answer some of the case's questions.

Example: For negative messages using a direct writing plan: 1) Begin with a simple, well-phrased statement of the bad news, 2) Provide a reasonable explanation, 3) Offer an alternative if possible, 4) Close with a goodwill statement.

5. If presented with a letter in the case, dissect it using the different steps

Using the steps that you just listed out, read through the case and underline all of them. Dissecting and breaking it down will allow you to determine if there are things missing, propose improvements, and answer the questions about the letter itself.