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КУРС ЛЕКЦІЙ ІЗ ВИВЧЕННЯ ДИСЦИПЛІНИ «УСНІ ТА ПИСЬМОВІ АНГЛІЙСЬКІ КОМУНІКАЦІЇ В БІЗНЕСІ»

для здобувачів першого (бакалаврського) рівня вищої освіти
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Біліченко А.М. Курс лекцій із вивчення дисципліни «Усні та письмові англійські комунікації в бізнесі» для здобувачів першого (бакалаврського) рівня вищої освіти спеціальності 072 «Фінанси, банківська справа та страхування» / А.М.Біліченко. Біла Церква, 2023. - 145 с.

Курс лекцій передбачає оволодіння професійно-орієнтованою міжкультурною комунікативною компетентністю та формування компетентностей, що забезпечують кваліфіковану професійну діяльність у приватній, суспільній та професійній сферах спілкування.

Навчально-методичне видання містить вступ, зміст, матеріали 7 лекцій, запитання для повторення та рекомендовану літературу.

Рекомендується для підготовки студентів ІІІ курсу до практичних занять із дисципліни «Усні та письмові англійські комунікації в бізнесі» та для самостійної роботи.

ВСТУП

Знання іноземних мов є невід'ємною частиною професійного спілкування. Тому вибірковим компонентом освітньої програми «Фінанси, банківська справа та страхування» визначено навчальну дисципліну «Усні та письмові англійські комунікації в бізнесі». Англійська мова – це офіційна мова ділового мовного простору: міжнародного бізнесу, торгівлі, Інтернету, техніки та науки.

Метою вивчення освітнього компоненту «Усні та письмові англійські комунікації в бізнесі» є підготовка висококваліфікованих фахівців, які досконало володіють іноземною мовою для забезпечення їхнього ефективного спілкування у професійному середовищі; ознайомлення студентів із особливостями офіційно-ділового стилю мовлення; набуття практичних навичок діалогічного та монологічного мовлення іноземною (англійською) мовою для роботи у сфері фінансів, страхування та банківської справи.

Ця дисципліна є важливою складовою підготовки фахівців економічного профілю в умовах постійного розширення міжнародних зв'язків, посилення гуманізації та гуманітаризації вищої освіти. Вона спрямована на формування навичок практичного володіння англійською мовою як вторинним засобом письмового й усного спілкування у професійній сфері.

У процесі вивчення освітнього компоненту «Усні та письмові англійські комунікації в бізнесі» має бути сформована **загальна компетентність: ЗК04** – здатність спілкуватися іноземною мовою. **Програмний результат навчання: ПРН15** – спілкуватись в усній та письмовій формі іноземною мовою у професійній діяльності.

Курс лекцій рекомендовано здобувачам першого (бакалаврського) рівня вищої освіти, галузі знань –07 «Управління та адміністрування», спеціальності – 072 «Фінанси, банківська справа та страхування», а також усім, хто бажає розвивати професійну англомовну комунікацію економічного спрямування в аграрній сфері.

Структура курсу.

Змістовий модуль 1. Intercultural Business Communication

Theme 1.1. Introduction to business communication.

Theme 1.2. Non-verbal language and national traditions in global economic trends.

Theme 1.3. Basic rules for business correspondence.

Theme 1.4. Business correspondence. Types of letters.

Змістовий модуль 2. Negotiating with foreign partners

Theme 2.1. Negotiations. Rules and tips for successful discussion .

Theme 2.2. Basic rules for telephone conversation.

Theme 2.3. Job interview. CV and Resume.Rules and tips for successful job interview.

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1. INTRODUCTION. DEFINITIONS OF COMMUNICATION

Communication is synonymous with life. We cannot live without communication. From the moment we wake up to when we retire to bed, we are continually communicating. Most of the time, we use language to express ourselves. However, the language of one person is different from that of another. Different people choose different symbols even to describe the same thing.

Communication is an act of any natural or artificial means of conveying information or giving instruction. It’s the process of passing information and understanding from one person to the other.

The word «**communication»** has been derived from the Latin word '*communis'* that means ‘common’.*The communication* can be defined as *the process through which two or more persons come to exchange ideas and understanding among them.*

How do we define communication?

1). *"Communication* is something so simple and difficult that we can never put it in simple words," says T.S. Mathews.

2). But we do need a definition to understand the term. In his book «Communication in Business» Peter Littledefines communication as follows:“*Communication* is the process by which information is transmitted between individuals and / or organizations so that an understanding response results.”

3). Another very simple definition of 'communication' has been provided byW.H. Newman and C.F. Summer Jr: “*Communicatio*n is an exchange of facts, ideas, opinions, or emotions by two or more persons.”

The following definition offered by William Scott touches all aspects of the communication process: “*Managerial communication* is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals.”

This definition highlights four imperative points. *The process of communication involves the communication of ideas.*

1. The ideas should be accurately replicated (reproduced) in the receiver's mind, i.e., the receiver should get exactly the same ideas as were transmitted.
2. The transmitter is assured of the accurate replication of the ideas by feedback, i.e., by the receiver's response, which is communicated, back to the transmitter. Here

it is suggested that communication is a two way process including transmission of feedback.

3. The purpose of all communication is to elicit action.

4. Even in administrative communication, the purpose may not always be to elicit action. Seeking information or persuading others to a certain point of view can be equally important objectives of communication.

2. OBJECTIVES OF COMMUNICATION

Communication is neither transmission of message nor message itself. It is the mutual exchange of understanding, originating with the receiver. *Communication* needs to be effective in business. *Communication is essence of management*. The basic functions of management (Planning, Organizing, Staffing, Directing and Controlling) cannot be performed well without effective communication. *Business communication* involves constant flow of information. *Feedback* is an integral part of business communication.

Communication plays a very important role in process of directing and controlling the people in the organization. Immediate feedback can be obtained and misunderstandings can be avoided. There *should be effective communication* between superiors and subordinated in an organization, between organization and society at large (for example between management and trade unions). It is essential for success and growth of an organization.

Business Communication is goal oriented. The rules, regulations and policies of a company have to be communicated to people within and outside the organization.

Business Communication is regulated by certain rules and norms. In early times, business communication was limited to paper-work, telephone calls etc. But now we have cell phones, video conferencing, emails, and satellite communication to support business communication. Effective business communication helps in building goodwill of an organization.

Importance and purpose of communication

Communication is vital for our existence in civilized society, it is essential for functioning of organization. So without communication there would be no organization. *Communication* is the ingredient that makes organization possible. Managers direct through communication; they coordinate through communication; and they staff, plan, and control through communication. Virtually all actions taken in an organization are preceded by communication.

Purpose of Communication

For orders and instructions*:The instructive function* deals with the commanding nature. It is more or less of directive nature. The communicator transmits with necessary directives and guidance to the next level, so as to enable them to accomplish his particular tasks. In this, instructions basically flow from top to the lower level.

For integration: It is *a consolidated function* under which integration of activities is done. *The integration function* of communication mainly involves bringing about inter-relationship among the various functions of the business organization. It helps in the unification of different management functions.

For information: The purposes or function of communication in an organization is *to inform* the individual or group about the particular task or company policies and procedures etc. Top management informs policies to the lower level through the middle level. In turn, the lower level informs the top level the reaction through the middle level. Information can flow vertically, horizontally and diagonally across the organization. Becoming informed or inform others is *the main purpose* of communication.

***For evaluation**: Examination of activities* to form an idea or judgment of the worth of task is achieved through communication. Communication is a tool to appraise the individual or team, their contribution to the organization. Evaluating one's own inputs or other's outputs or some ideological scheme demands an adequate and effective communication process.

For suggestion: *To suggest* means to propose or put forward an idea for consideration both upward & downward communication. Employee participation & involvement encourage creative thinking & exposure to employee's talent. Employees feel valued & develop a sense of belonging.

For persuasion: *Persuasion* is an effort to influence the mind, belief system or attitude of a person to bring about the desired change in his / her behavior.

4 Steps to take while persuading: 1) Identification 2) Preparing the Receiver 3) Deliver the message 4) Prompting action Important Factor: 1) Persuader's personal character & reputation 2) Persuader must make suitable & effective emotional appeal 3) Persuader must logically present his ideas, views etc. There must be reasonable presentation of the persuaded messages.

For direction: Communication is necessary *to issue directions* by the top management or manager to the lower level. Employee can perform better when he is directed by his senior. Directing others may be communicated either orally or in writing. An order may be common order, request order or implied order.

For teaching: The importance of personal safety on the job has been greatly recognized. A complete communication process is required *to teach and educate workers about personal safety on the jobs.* This communication helps the workers to avert accidents, risk etc. and avoid cost, procedures etc.

For influencing: A complete communication process is necessary in influencing others or being influenced. The individual having potential *to influence others* can easily persuade others. It implies the provision of feedback which tells the effect of communication.

For motivation: *Motivation* means that inner state that energizes activates or moves and which directs or channels behavior towards certain goal. Setting up the right kind of justice & rewards system & inviting the employee's participation in decision making can create the right kind of emotional environment.

For image building: A business enterprise cannot isolate from the rest of the society. There is *interrelationship and interdependence between the society and an enterprise* operating in the society. Goodwill and confidence are necessarily created among the public. It can be done by the communication with the different media, which has to project the image of the firm in the society. Through an effective external communication system, an enterprise has to inform the society about its goals, activities, progress and social responsibility.

For raising the moral of employees: *Consequences of high moral & low morale*. Management can boost the moral of its employees by giving basis infrastructural support, creating systems that reward effort, strengthening its official channels of communication, encouraging upward Communication, controlling the grapevine & taking measures to earn the trust of employees.

For employees' orientation: When a new employee enter into the organization at that time he or she will be unknown to the organization programs, policies, culture etc. Communication helps to make people acquainted with the co-employees, superior and with the policies, objectives, rules and regulations of the organization.

For warning & reprimand**:** To warn is to inform a person of unpleasant consequences. Management notices the misdemeanor and brings it to the notice of the concerned employee----- Oral or Soft warning ----- Warning in writing or memo---- After 2 memos are issued service of the employee is terminated.

3. TYPES OF BUSINESS COMMUNICATION

Communication is a need in today's business world. The people either work for or are associated with an organization, including employees, stakeholders, banks, customers, suppliers, advertisers, etc. Thus, they need to interact and communicate with each other to achieve business objectives as well as fulfill their requirements. Let us now understand the various ways in which interactions take place in an organization.

Business communication can be classified by its structure, direction of flow of information, modes of communication and response.

1. Based on Structure

- Formal
- Informal

2. Based on the Medium of Communication

- Verbal
- Non-Verbal

3. Based on Flow of Direction

- Upward
- Downward
- Horizontal
- Diagonal

4. Based on Response

- One-Way
- Two-Way

1. Based on Structure

The first one is the structure of communication; the channel used for interaction plays a vital role. It can be further bifurcated into the following two categories: *formal* and *informal*.

Formal Communication

It is a regular and organized channel of work-related communication within a company, where the employees have to coordinate through a proper medium among them.

Types of Formal Communication Network

A communication network is a pattern designed to understand how information travels from one person to another. Let us now go through the different networks provided under formal communication.

- ***Chain***: When an employee passes on official information to the other employee who further communicates it to a third employee creates *a chain pattern*. For example; the CEO informs the sales target to the General Manager, the GM also transmits it to the Sales Manager.
- ***Wheel:*** When a single employee communicates any organizational information to a group of co-workers, *a wheel pattern* is formed. For example a team leader reads out a circular issued by the management in front of other co-workers.
- ***Circular:*** An employee communicates information to his colleague, who passes it on to another co-worker and so on. The message passes from one employee to another and finally reaches to the person who initiates the process.
- ***Free Flow***: In this type of network, no particular pattern is followed. Information is spread in *a non-systematic manner* by anyone. For example; in an emergency condition in the organization the information is *randomly* spread among the employees.
- ***Inverted V***: Under this network, the subordinates can communicate directly with their immediate senior as well as their senior or top management too. For example; sales executives can interact with their team leader as well as with the manager.

Informal Communication

It is *an unofficial form* of communication arising out of friendship or casual relations, where the discussions may or may not be related to the work or the organization.

Types of Informal Communication Network

Though there is no particular system which is followed for informal communication, still following are the *four informal networks*identified:

- ***Single Strand:*** Similar to the chain pattern, in single strand too, the information goes on passing from one person to another; then to the next; and so on.
- ***Gossip / Grapevine***: One single person spreads information within an informal group where the message may or may not be valid. This pattern is also called as ***grapevine.***
- ***Probability***: It is similar to the gossip pattern, but here, it is not necessary that everyone is involved in the communication.

•***Cluster***: When a person passes on information only to his trustworthy people believing that they won't tell it to anyone, but they do the same thing. Thus, the message spreads to a selected group of people; this network is known as a cluster.

Based on the Medium of Communication

The way a message is framed and the channel used for sending information to the receiver determines the following forms of communication: *verbal* and *non-verbalcommunication.*

Verbal Communication

Transmission of information which is enclosed *in words* whether written or said is known as *verbal communication*. A message framed in words when spoken to the receiver is *oral communication*. It includes *face to face interaction, calls, voice calls, video calls, a recorded message*, etc. When the sender drafts a message *in words* for the receiver *to read,* it is called *written communication (a letter, an email, brochures, circulars, notice, message chat*, etc.).

Non-Verbal Communication

Expressing information other than words is known as *non-verbal communication*. Any communication is incomplete without the use of non-verbal means. There are different types of non-verbal communication:*kinesis, paralanguage, chronemics, artefacts, proxemics and hap*tics.

Kinesis refers to interactions through facial expressions, body language, eye contact, gestures, postures, etc. However, ***paralanguage*** is the way we speak, i.e. tone, volume, pitch, etc.

Artefacts include the appearance, personality, dressing sense and presentability of a person. Whereas, ***chronemics*** is the timing, punctuality, pause etc. while speaking.

Proxemics is the distance which a person maintains while communicating with others, speaks a lot about the relation between the two. Lastly, ***haptics*** or the touch also inform about the feelings and expressiveness of a person.

Based on Flow of Direction

1. *Downward*
2. *Upward*
3. *Horizontal /Lateral*
4. *Diagonal*
5. *Grapevine Communication*

1. ***Downward Communication***. Communication that flows from a higher level in an organization to a lower level is *a downward communication*. It is communication *from superiors to subordinates* in a chain of commands. This communication flow is used by the managers to transmit work-related information to the employees at lower levels. Employees require this information for performing their jobs and for meeting the expectations of their managers. *Downward communication* is used by the managers for the following *purposes*:

- Providing feedback on employees' performance.
- Giving job instructions.

- Providing a complete understanding of the employees' job as well as to communicate them how their job is related to other jobs in the organization.

- Communicating the organizations mission and vision to the employees.

- Highlighting the areas of attention.

Organizational publications, circulars, letter to employees, group meetings etc. are all *examples of downward communication*. In order to have effective and error-free downward communication managers *must*:

- Specify communication objective.

- Ensure that the message is accurate, specific and unambiguous.

- Utilize the best communication technique to convey the message to the receiver in right form.

2. Upward Flow of Communication. *Communication* that flows to a higher level in an organization is called *upward communication*. It provides feedback on how well the organization is functioning. The subordinates use upward communication to convey their problems and performances to their superiors.

The subordinates also use *upward communication* to tell how well they have understood the downward communication. It can also be used by the employees to share their views and ideas and to participate in the decision-making process. *Upward communication* leads to a more committed and loyal workforce in an organization because the employees are given a chance to raise and speak dissatisfaction issues to the higher levels. The managers get to know about the employees' feelings towards their jobs, peers, supervisor and organization in general. Managers can thus accordingly take actions for improving things.

Other *examples* of Upward Communication are:

-performance reports made by low level management for reviewing by higher level management,

- employee attitude surveys,

- letters from employees,

- employee-manager discussions etc.

3. Lateral / Horizontal Communication. *Communication* that takes place at same levels of hierarchy in an organization is called *lateral communication.* It is communication between peers, between managers at same levels or between any horizontally equivalent organizational member. The *advantages of horizontal communication* are as follows:

- It is time saving;

- It facilitates co-ordination of the task;

- It facilitates co-operation among team members;

- It provides emotional and social assistance to the organizational members;

- It helps in solving various organizational problems;

- It is a means of information sharing;

- It can also be used for resolving conflicts of a department with other department or conflicts within a department.

4. Diagonal Communication or crosswise communication. *Communication* that takes place between a manager and employees of other workgroups is called *diagonal communication*. For instanceto design a training module a training manager interacts with an operationspersonnel to enquireabout the waytheyperform their task. The accountspeople of an organization visitingdifferent employees in various departments for their IT calculation, bonus for workersetc. fallunder diagonal communication.

Fig. 1.1. *Types of business communication*

Based on Response

One-Way Communication

In *one-way communication,* the sender passes on the information to the receiver without seeking any feedback or response, for example*an advertisement* for a particular product on television.

Two-Way Communication

When the sender shares some information with the receiver, and in return, the receiver responds to such information, it is known as *two-way communication*. For example the manager discusses the problem of low productivity with the team, and they give reasons for the same.

Formal Channels of Communication

The messages which are circulating on regulated, preset channels, of an organization are creating the *formal communication*. ***The formal communication***can consist in *verbal messages, nonverbal messages, written, letters, telephone messages, radio messages*, and *printed, internal notes*. Even some gestures can consist in formal communication.

Usually, *all formal communications* are recorded and kept in the organization's evidence.*Examples of formal communications* are given by work commands, reports and financial evidence, reports over sells / inventory, statements referring to the company's policies, post descriptions, etc.

The formal communication network is formed out of formal channels, created by setting a formal system of responsibilities according to the organization structure.

The perfect network contains communication channel from bottom up, downwards and horizontally.

The number of *communication channels* available to a manager has increased over the last 20 years. Video conferencing, mobile technology, electronic bulletin boards and fax machines are some of the new possibilities. As organizations grow in size, managers cannot rely on face-to-face communication alone to get their message across. A challenge the managers face today is to determine what type of communication channel should they opt for in order to carryout effective communication.

Inorder to make a manager'staskeasier, the *types of communication channels* are grouped into threemain groups: *formal, informal and unofficial*.

- *A formal communication channel* transmits information such as the goals, policies and procedures of an organization. Messages in this type of communication channel follow a chain of command. This means information flows from a manager to his subordinates and they in turn pass on the information to the next level of staff.

- *An example* of a formal communication channel is *a company's newsletter*, which gives employees as well as the clients a clear idea of a company's goals and vision. It also includes the transfer of information with regard to *memoranda, reports, directions*, and *scheduled meetings* in the chain of command.

- *A business plan*, *customer satisfaction survey*, *annual reports, employer's manual*, *review meetings* are all *formal communication channels*.

Informal Channels of Communication

Informal communication arises out of all those channels that fall outside the formal channels and it is also known as grapevine. It is established around the societal affiliation of members of the organization. Informal communication does not follow authority lines as in the case of formal communication.

Informal communication takes place due to the individual needs of the members of an organization and subsists inevery organization. Such communication is oral and may be expressedby simple glance, sign or silence. *Informal communication* is implicit, spontaneous multidimensional and diverse. It often works in group of people, i.e. when one person has some information of interest.

An organization can makee fficient use of informal channels to fortify the formal channels of communication. It acts as a valuable purpose in expressing certain information that cannot be channeled via the official channels. *Informal communication* facilitates to ameliorate managerial decisions as more people are involved in the process of decision-making.

Inspite on many advantages, *informal communication* has certain *disadvantages*. *Informal communication* contains facts, deceptions, rumors and unclear data. The informal channels of communication may transmit completely imprecise information. It is impossible to fix the responsibility for its origin or flow of information. However, for the efficient working of any organization both formal and informal communications are required.

An example of an informal communication channel is *lunchtime at the organization's cafeteria/canteen*. Here, in a relaxed atmosphere, discussions among employees are encouraged. Also managers walking around, adopting a hands-on approach to handling employee queries is an example of an informal communication channel. Quality circles, team work, different training programs are outside of the chain of command and so, fall under the category of informal communication channels.

5. Grapevine Communication (Informal Communication)

Grapevine is an *informal channel of business communication*. It is called so because it stretches throughout the organization in all directions irrespective of the authority levels.The informal channels tend to developin interaction with other people in organization.

Grapevine is generally developed due to different reasons. One of them is that when an organization is facing recession, the employees sense uncertainty. Also, at times employees do not have self-confidence due to which they form unions. Sometimes the managers show preferential treatment and favour some employees giving a segregated feeling to other employees. Thus, when employees sense a need to exchange their views, they go for *grapevine network* as they cannot use the formal channel of communication. Generally during breaks in cafeteria, the subordinates talk about their superior's attitude and behavior and exchange views with their peers. They discuss rumours about promotion and transfer of other employees. Thus, *grapevine* spreads like fire and it is not easy to trace the cause of such communication at times.

Example of grapevine network of communication

1. Suppose the profit amount of a company is known. Rumor is spread that this much profit is there and on that basis bonus is declared.

2. CEO may be in relation to the Production Manager. They may have friendly relations with each other.

Advantages of grapevine communication

1. Grapevine channels carry information rapidly. As soon as an employee gets to know some confidential information, he becomes inquisitive and passes the details then to his closest friend who in turn passes it to other. Thus, it spreads hastily.

2. The managers get to know the reactions of their subordinates on their policies. Thus, the feedback obtained is quick compared to formal channel of communication.

3. The grapevine creates a sense of unity among the employees who share and discuss their views with each other. Thus, grapevine helps in developing group cohesiveness.

4. The grapevine serves as an emotional supportive value.

5. The grapevine is a supplement in those cases where formal communication does not work.

Disadvantages of grapevine communication

1. The grapevine carries partial information at times as it is more based on rumours. Thus, it does not clearly depict the complete state of affairs.

2. The grapevine is not trustworthy always as it does not follow official path of communication and is spread more by gossips and unconfirmed report.

3. The productivity of employees may be hampered as they spend more time talking rather than working.

4. The grapevine leads to making hostility against the executives.

5. The grapevine may hamper the goodwill of the organization as it may carry false negative information about the high level people of the organization.

A smart manager should take care of all the disadvantages of the grapevine and try to minimize them. At the same time, he should make best possible use of advantages of grapevine.

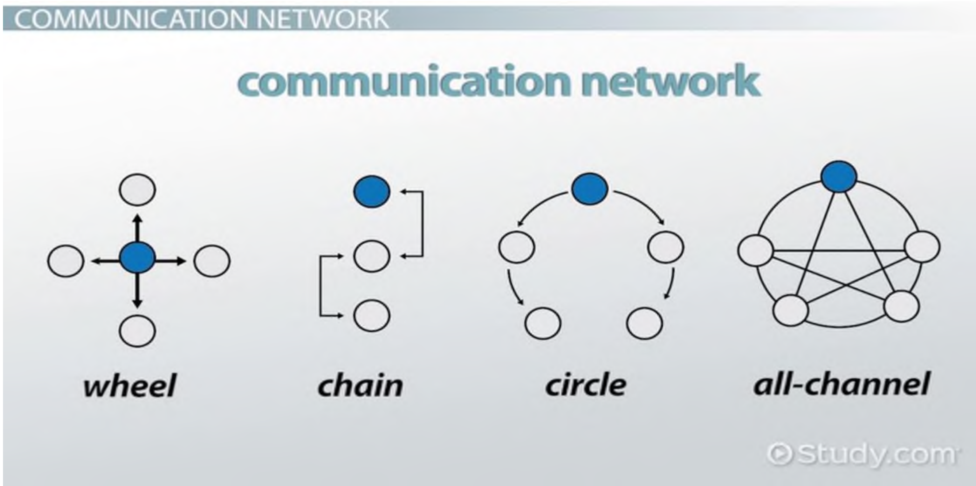

Fig. 1.2.*Communication network*

4. ELEMENTS OF BUSINESS COMMUNICATION. COMMUNICATION CYCLE

Business communication involves *some basic elements*. They are as follows:

1. Message

This is the «WHAT» of the process, and it is essential to the communicationprocess because without an idea to share, there would be nocommunication.This is the subject-matter which is transmitted or passed by the sender to the other party or group of persons. This might be opinion, order, suggestion, attitude, feeling, view, etc.

2. Sender (i.e., one who sends or communicates a message)

He/she is the person who makesa contact for passing information and understanding to other person. We can think of this as a 'WHO'. Because he is the one who sends a message, the sender has a significant impact. He is the first step in the process. For example, some of the speech acts that he employs to begin communication are expressing thoughts, feelings, and opinions; motivating others to act; providing information; and sharing something with another (i.e., the receiver). If you're a sender, you're in complete control of the communication process because you decide what you want to say, what medium you want to use, and how you want to get it out there.

3. Encoding

The message must be crafted in a way that allows it to be conveyed. Selecting andorganizing data in a useful way is what "encoding." In many cases, language, which is itself a kind of code, is the best way to communicate. The term "code" refers to a set of words used as symbols by all speakers of a given language to represent or denote certain concepts. We use the language of words. Communication can be encoded in a variety of ways using nonverbal means, as well. Sending telegrams uses Morse code, which is a language of dots and dashes.

4. The Means/ Medium of Communication

Humans are unable to communicate telepathically, so they must rely on some other means of conveying their message. A message must follow a specific path. The communicator has a variety of options. For example, he can *speak* (oral or written), he can communicate *nonverbally* (either through body language or facial expression), he can communicate *visually* (pictures, graphs, computer graphics), or he can communicate *using audio-visual devices* like radio, television or computer systems. It's critical to pick the right medium or channel based on the recipient's age, background, education, gender, and so on. Choosing the wrong method of communication could actually prevent communication from taking place or send an unintended message to the recipient.

5. *Recipient*

In order to say that communication has occurred, there must be a recipient to whom a message is delivered. The recipient of the message is the person or group of people to whom the message is aimed.

6. Decoding

It is necessary for the receiver to decode the message, which is equivalent to interpreting the symbols in order to decode the information that was sent. In light of his age, gender, prior experiences and cultural attitudes, he does this.

7. Feedback

Feedback is provided to the sender after receiving the message in the form of a *response/reaction/reply*. Communication relies on feedback because both the sender and the receiver want and expect to receive it. To find out if and how his message was received, the sender looks for a sign from the recipient.

Feedback can be both *positive* and *negative*. The sender is reassured that his message has been received, understood, and accepted; and he can move on to the next step. Negative feedback means that the message has not been properly received. It serves as an educational tool for the recipient because it points out any errors in the coding process. So he will have to encode the same message in a different way so that the receiver can understand it.

In some cases, feedback is immediate, while in others, it may be delayed. *A smile*, *nod*, or *frown*, for example, can indicate a positive or negative response from the recipient. He can also tell whether the person he's speaking to agrees or disagrees with what he's saying. Feedback from a letter, on the other hand, may take some time to come in because the recipient will need some time to respond. Sometimes, feedback is gathered by watching the recipient's behavior change as a result of the feedback.

In business, it's critical to get plenty of feedback. Having a clear understanding of whether or not customers and clients are satisfied with the products and services offered by a business is critical. An organization's performance can be improved by receiving feedback from its employees.

8. Brain drain

There is a possibility of misunderstandings at any level and is called *brain drain*. It may arise on a sender side if they do not choose the adequate medium for delivery of message, by using default channel and it may also arise when receiver does not properly decode the message. We can say that it is breakdown of cycle at any level.

5. EFFECTIVENESS OF COMMUNICATION

It is very difficult to suggest a comprehensive list of vital features of communication system. It depends on the specific needs of the situation. The following ***guidelines***or***principles*** may be followed to achieve effective communication:

1. Clarity of message

The basic principle in communication is *clarity*. The message must be as clear as possible. The message can be conveyed properly only if it is clearly formulated in the mind of the both sender and receiver.

2. Speed

A good system of communication must ensure a speedy transmission of message. The time taken to transmit a message to its destination and speed of the communication system should be considered on the basis of the urgency of communicating the message. If message not delivered at time it create problem for organization.

3. Two-way process

Communication is the two-way process that provides feedback to the sender from the receiver. Feedback refers to transmission of information concerning the effect of any act of communication.

4. Reliability

Communication starts on the basis of belief. This atmosphere is built by performance on the expert part. The receiver must have confidence in the sender. He must have a high regard for the source’s competence on the subject.

5. Completeness

Every communication must be complete as adequate. Incomplete messages create misunderstanding, keep the receiver guessing and delay action.

6. Content

The message must be meaningful for the receiver, and it must be compatible with his value system. It must have significance for him. In general, people select those items or information which promises them the greatest rewards. The content determines the response of the audience.

7. Accuracy

The communication medium should ensure accuracy in the transmission of messages. Whatever medium chooses by the sender should be accurate for that particular kind of information which they want to send.

8. Capability

Communication must take into account the capability of the audience. Communications are most effective when they required the least effort on the part of the recipients. This includes factors like reading ability and receiver knowledge.

9. Economy

The communication system should be as much economical as possible. But efficiency of the system should not be sacrificed to achieve economy.

10. Secrecy

The communication system should ensure secrecy and there should be no leakage of information. It becomes more essential when messages are of confidential nature. Developing and maintaining a system of communication is the key job of any manager.

The ***characteristics of a good communication system***:

1. Two-way channel

In communication two parties are involved: the sender or transmitter, and the receiver of the message. An effective communication demands two-way communication. It should be vertical, downward and upward. Therefore, a manager should thus not only to inform, instruct and order but should also be prepared to listen, understand and interprets.

2. Clarity of message

Clarity of facts, ideas, opinioni in the mind of a communicator should be clear before communicating. According to Koontz and Donnell, "A communication possesses clarity when it is expressed in a language and transmitted in a way that can be comprehended by the receiver."

3. Mutual trust

A communication system may be considered excellent when mutual trust or understanding exists between the sender and the receiver of the message. Existence of healthy interpersonal relation between the seniors and their subordinates is also an indicator of an adequate system of communication in any department or organization.

4. Timely message

Considerable attention should be given to the timeliness of communication. Old information is worse than none at all.

5. Consistency of message

Consistency can be achieved if the communicator keeps in his mind the objective, policies and program of the enterprise. It should not be conflicting with the previous communications; otherwise, it would create confusion and anarchy in the organization.

6. Good relations

The mode of communication should be chosen in such a manner that it does not hurt the feelings of the receiver. It should create proper understanding in thereceiver's mind which leads to the good relationship development among the receiver and the sender.

7. Feedback

Feedback provides proper understanding of the message to the receiver. It is helpful in making a two-way communication process. The sender must try to ascertain whether or not receiver properly understood the message.

8. Flexibility

The communication system should be flexible enough to adjust to the changing requirements. It should absorb new techniques of communication with little resistance.

6. REVIEW QUESTIONS

1. How do you define communication?
2. What is the role of communication in management of business?
3. What are the different purposes of communication? Briefly explain any five of them.
4. Discuss the different situations when the communication exists.
5. «Communication is an exchange of facts, ideas, opinions and emotions by two or more persons». Explain the statement and discuss the role of feedback in communication.
6. «Communication is the two way process». Explain.
7. Discuss the elements of communication process.
8. Give three examples of brain drain in communication process.
9. What are the different forms of communication? Write detailed notes on the importance, advantage and limitation of any two of them.
10. Define formal communication. Discuss its merits and demerits also.
11. What are the different types of formal communication? Briefly explain any two of them.
12. Write a short note on informal communication.
13. What are the different forms of grapevine? Explain with examples.
14. Write notes on:

(i) Downward communication
(ii) Upward communication
(iii) Horizontal communication
(iv) Grapevine

15. Discuss the importance of informal communication in business organization.
16. Write explanatory notes on formal communication channel in business organization.
17. Distinguish between the upward and downward communication with examples.
18. Explain the general principles of effective communication.
19. Discuss the gateway of effective communication.
20. Explain the seven Cs of written and oral communication.

7. SUGGESTED READINGS

1. URL: https://www.notes4free.in/admin/postimages/Business%20communication.pdf.

2. Business Communication S2: Course PDF. URL: https://eboik.com/business-communication-s2/ (дата зверння)
3. Business communications, economic growth and the competitive challenge. URL: https://www.europarl.europa.eu/cmsdata/59816/att_20130416ATT64624-7159415027739106429.pdf
4. Business Communication – Introduction Notes. URL: https://bbamantra.com/business-communication-introduction/
5. Introduction to business communication. URL: http://www.mim.ac.mw/books/Introduction%20to%20Business%20Communications.pdf
6. Business Communication. URL: https://www.icsi.edu/media/webmodules/CSEET/BUSINESS_COMMUNICATION_printable.pdf
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LECTURE 2. NON-VERBAL LANGUAGE AND NATIONAL TRADITIONS IN GLOBAL ECONOMIC TRENDS

Structure

1. Non-verbal communication. Types of non-verbal communication
2. Nonverbal communication and body language
3. The application strategies of non-verbal language in international business negotiation
4. The effect of globalization on international communication in the world business
5. Review questions
6. Suggested readings

1. NON-VERBAL LANGUAGE. TYPES OF NON-VERBAL COMMUNICATION

A substantial portion of our communication is *nonverbal*. In fact, some researchers suggest that the percentage of nonverbal communication is four times that of verbal communication, with 80% of what we communicate involving our actions and gestures versus only 20% being conveyed with the use of words.

Every day we respond to thousands of *nonverbal cues and behaviors, including postures, facial expressions, eye gaze, gestures, and tone of voice.* From our handshakes to our hairstyles, our nonverbal communication reveals who we are and impacts how we relate to other people.

With the development of economic globalization, *cross-cultural communication*plays a more and more important role in international business activities. During international business negotiation (the key to the success of business) it is crucial to have proper communication skills which are conveyed not only in language ability but also in nonverbal language. *Nonverbal communication*, like verbal communication, is an essentialand inseparable part of human communication.

In *cross-cultural communication* nonverbal communication usually contains many rules to specify what acceptable or unacceptable behavior in the culture is. People make important judgments and decisions about others based on their nonverbal behaviors. In international business negotiation a typical face to face communication nonverbal behavior delivers huge number of message. Due to limited knowledge of nonverbal language in cross-cultural communication, misunderstanding and abuse of nonverbal language exists in international *business negotiation*. It is of great significance to have an intensive study of the application of nonverbal language in international business negotiation so as to promote the efficiency and validity of business negotiation.

Types of Nonverbal Communication

There are *nine types of nonverbal communication*. These nonverbal communication types are *facial expressions, gestures, paralinguistic* (loudness or tone of voice), *body language, proxemics* or *personal space, eye gaze, haptics (touch), appearance*, and *artifacts*.

1. Facial Expressions

Facial expressions are responsible for a huge proportion of nonverbal communication.Much information can be conveyed with a smile or a frown. The look on a person's face is often the first thing we see, even before we hear what they have to say.

Nonverbal communication and behavior can vary dramatically between cultures, the facial expressions for happiness, sadness, anger, and fear are similar throughout the world.

2. Gestures

Deliberate movements and signals are an important way to communicate without words. *Common gestures* include *waving, pointing,* and *giving a «thumbs up» sign.* Other gestures are arbitrary and related to culture.

For instance, in the U.S.putting the index and middle finger in the shape of a "V" with your palm facing out is often considered to be a sign of peace or victory. Yet, in Britain, Australia, and other parts of the world, this gesture can be considered *an insult*.

Nonverbal communication via gestures is powerful and influential.An attorney might glance at their watch to suggest that the opposing lawyer's argument is t**e**dious. Or they may roll their eyes during a witness's testimony in an attempt to undermine that person's cr**e**dibility.

3. Paralinguistics

*Paralinguistics r*efers to *vocal communication* that is separate from actual language.This form of nonverbal communication includes factors such as *tone of voice*, *loudness, inflection,* and *pitch.*

Consider the powerful effect that tone of voice can have on the meaning of a sentence. When said in a strong tone of voice, listeners might interpret a statement as approval and enthusiasm. The same words said in a h**e**sitant tone can convey disapproval and a lack of interest.

4. Body Language and Posture

Posture and movement can also provide a great deal of information. Research on body language has grown significantly since the 1970s, with popular media focusing on the over-interpretation of defensive postures such as *arm-crossing and leg-crossing*, especially after the publication of Julius Fast's book «Body Language».

Body language is far more subtle and less definitive than previously believed.

5. Proxemics

People often refer to their need for «personal space».This is known as *proxemics* and is another important type of *nonverbal communication.*

The amount of distance we need and the amount of space we perceive as belonging to us are influenced by several factors. Among them are social norms, cultural expectations, situational factors, personality characteristics, and level of familiarity.

The amount of personal space needed when having a casual conversation with another person can vary between 18 inches and four feet. The personal distance needed when speaking to a crowd of people is usually around 10 to 12 feet.

6. Eye Gaze

The eyes play a role in nonverbal communication, with such things as looking, staring, and blinking being important cues. For example, when you encounter people or things that you like, your rate of blinking increases and your pupils dilate.

People's eyes can indicate a range of emotions, including hostility, interest, and attraction. People also utilize eye gaze as a means to determine if someone is being honest.

Normal, *steady eye contact* is often taken as a sign that a person is telling the truth and is trustworthy. *Shifty eyes* and an inability to maintain eye contact, on the other hand, is frequently seen as an indicator that someone is lying or being deceptive.

7. Haptics

Communicating through touch is another important nonverbal communication behavior. Touch can be used to communicate affection, familiarity, sympathy, and other emotions.

In her book «*Interpersonal Communication: Everyday Encounters*» author Julia Wood writes that *touch* is also often used to communicate both status and power.High-status individuals tend to invade other people's personal space with greater frequency and intensity than lower-status individuals.

Sex differences also play a role in how people utilize touch to communicate meaning. Women tend to use touch to convey care, concern, and nurturance. Men, on the other hand, are more likely to use touch to assert power or control over others.

8. Appearance

Our choice of clothing, hairstyle, and other *appearancefactors* are also considered a means of nonverbal communication. Research on color psychology has demonstrated that *different colors can evoke different moods*. Appearance can also alter physiological reactions, judgments, and interpretations.

The first impressions are important, that is why experts suggest that job seekers dress appropriately for interviews with potential employers.

Researchers have found that appearance can play a role in how much people earn. One 1996 study found that attorneys who were rated as more attractive than their peers earned nearly 15% more than those ranked as less attractive.

Culture is an important influence on how appearances are judged. While thinness tends to be valued in Western cultures, some African cultures relate full-figured bodies to better health, wealth, and social status.

9. Artifacts

Objects and *images*are also tools to communicate nonverbally. On an online forum, for example, you might select an avatar to represent your identity and to communicate information about who you are and the things you like.

People often spend a great deal of time developing a particular image and surrounding themselves with objects designed to convey information about the things that are important to them. Uniforms, for example, can be used to transmit a tremendous amount of information about a person.

A soldier, a police officer will wear a specific uniform, and a doctor will wear a white lab coat. At a first glance, these *outfits* tell others what that person does for a living. That makes them a powerful form of nonverbal communication.

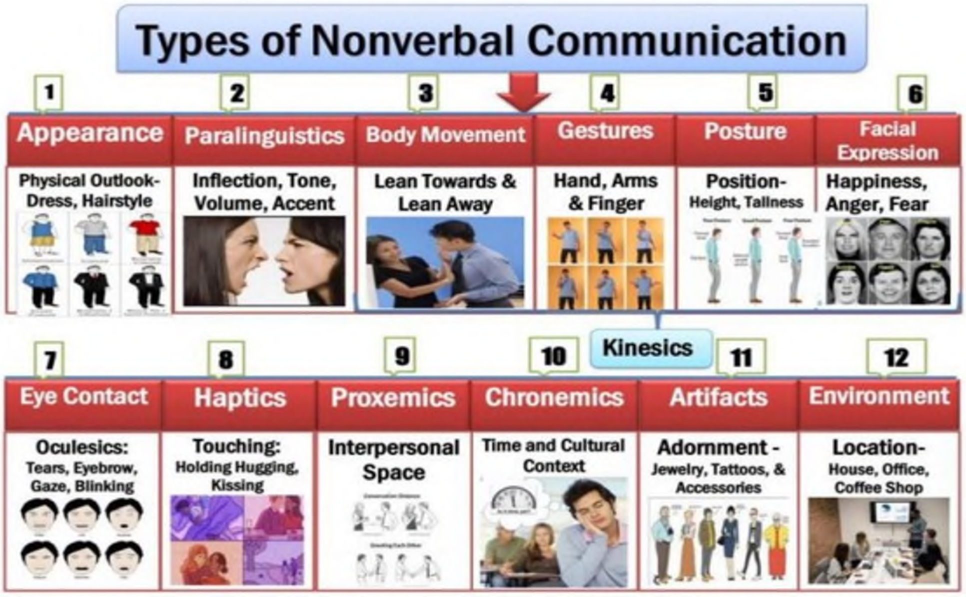

Fig. 2.1.*Types of non-verbal communication*

Nonverbal Communication at Home

Tone of voice might change the meaning of a sentence when talking with a family member. When you ask your friends how they are doing and they respond with «I'm fine».A bright, happy tone of voice would suggest that they are doing quite well. A cold tone of voice might suggest that they are not fine but don't wish to discuss it. A downcast tone might indicate that they are the opposite of fine but may want to talk about why.

Other examples of *nonverbal communication at home* include:

- Going to your partner swiftly when they call for you;
- Greeting your child with a smile when they walk into the room to show that you're happy to see them;
- Leaning in when your loved one speaks to show that you are listeningand that you are interested in what they're saying;
- Shoving your *fist* into the air when you're upset that something isn't working.

Nonverbal Communication in the Workplace

You can also find nonverbal communication in the workplace.

Examples of this include:

- Looking co-workers in the eye when speaking with them to be fully engaged in the interaction;
- Throwing your hands in the air when you are frustrated with a project;
- Using excitement in your voice when leading work meetings to project your passion for a specific topic;
- Walking down the hall with your head held high to convey confidence in your abilities.

Nonverbal communication in other situations

Here are *a few additional examples* of nonverbal communication:

- Greeting an old friend at a restaurant with a hug, handshake, or fist bump;
- Placing your hand on someone's arm when they are talking to you at a party to convey friendliness or concern;
- Rolling your eyes at someone who is chatting excessively with a store clerk when a line begins to form;
- Scowling at someone who has cut you off in traffic.

How to improve your nonverbal communication skills

If you want to develop more confident body languageor improve your ability to read other people's nonverbal communication behaviors, *these tips* can help:

- ***Pay attention to your own behaviors***

Notice the gestures you use when you're happy versus when you're upset. Think about how you change the tone of your voice depending on your emotions. Your own nonverbal communication tendencies are the first step to changing the ones you want to change. It can also give your insight into how you're feeling if you're having trouble putting it into words.

- ***Become a student of others***

It can also be helpful to consider how others around you communicate nonverbally. What do their facial expressions say? What type of gestures do they use? It can also help you recognize nonverbal behaviors you may want to adopt yourself (such as standing tall when talking to others to display self-confidence).

- ***Think before you act***

Train yourself to stop and think before you act. This can help you eliminate or replace nonverbal behaviors that you've wanted to change.

- **Ask before you assume**

Certain types of nonverbal communication can mean different things in different cultures. They can also vary based on someone's personality. Before assuming that a person's body language or tone means something definitively, ask. «I notice that you won't look me in the eye when we speak. Are you upset with me?» Give them the opportunity to explain how they are feeling so you know for sure.

Nonverbal communication plays an important role in how we convey meaning and information to others, as well as how we interpret the actions of those around us.

The important thing to remember when looking at nonverbal behaviors is to consider the actions in groups. Consider what a person says verbally, combined with their expressions, appearance, and tone of voice and it can tell you a great deal about what that person is really trying to say.

2. NON-VERBAL COMMUNICATION AND BODY LANGUAGE

Your facial expressions, gestures, posture, and tone of voice are powerful communication tools. Here’s how to read and use body language to build better relationships at home and work.

What is body language?

Body language is the use of physical behavior, expressions, and mannerisms to communicate nonverbally, often done instinctively.

When you interact with others, you're continuously giving and receiving *wordless signals*. All of your nonverbal behaviors(the *gestures* you make, your *posture*, your *tone of voice*, how much *eye contact* you make) send strong messages. They can put people at ease, build trust, and draw others towards you, or they can offend, confuse, and undermine what you're trying to convey. These messages don't stop when you stop speaking either. *Even when you're silent, you're still communicating nonverbally*.

If you say one thing, but your body language says something else, your listener will likely feel that you're being dishonest. If you say «yes» while shaking your head no, for example. When faced with such mixed signals, the listener has to choose whether to believe your verbal or nonverbal message. Since body language is a natural language that broadcasts your true feelings and intentions, they'll likely choose the nonverbal message.

However, by improving how you understand and use nonverbal communication, you can express what you really mean, connect better with others, and build stronger, more rewarding relationships.

The importance of nonverbal communication

Your nonverbal communication cues(the way you listen, look, move, and react)tell the person you're communicating with whether or not you care, if you're being truthful, and how well you're listening. When your nonverbal signals match up with the words you're saying, they increase trust, clarity, and rapport. When they don't, they can generate tension, mistrust, and confusion.

If you want to become a better communicator, it's important to become more sensitive not only to the body language and nonverbal cues of others, but also to your own.

Nonverbal communication can play *five roles*:

1). Repetition:It repeats and often strengthens the message you're making verbally.

*2). Contradiction:*It can contradict the message you're trying to convey, thus indicating to your listener that you may not be telling the truth.

3). Substitution: It can substitute for a verbal message. For example, your facial expression often conveys a far more vivid message than words ever can.

*4). Complementing:*It may add to or complement your verbal message. As a boss, if you pat an employee on the back in addition to giving praise, it can increase the impact of your message.

5). Accenting:It may accent or underline a verbal message. Pounding the table, for example, can underline the importance of your message.

How to improve nonverbal communication?

Nonverbal communication is a rapidly flowing back-and-forth process that requires your full focus on the moment-to-moment experience. If you're planning what you're going to say next, checking your phone, or thinking about something else, you're almost certain to miss nonverbal cues and not fully understand the subtleties of what's being communicated. You can improve how you communicate nonverbally by learning to manage stress and developing your emotional awareness.

Learn to manage stress in the moment

Stress compromises your ability to communicate. When you're stressed out, you're more likely to misread other people, send confusing or off-putting nonverbal signals, and lapse into unhealthy knee-jerk patterns of behavior. And remember: emotions are contagious. If you are upset, it is very likely to make others upset, thus making a bad situation worse.

If you're feeling overwhelmed by stress, take a time out. Take a moment to calm down before you jump back into the conversation. Once you've regained your emotional equilibrium, you'll deal with the situation in a positive way.

The fastest and surest way to calm yourself and manage stress in the moment is to employ your senses – what you see, hear, smell, taste, and touch. By viewing a photo of your child or pet, listening to a certain piece of music, or squeezing a stress ball, for example, you can quickly relax and refocus. Since everyone responds differently, you may need to experiment to find the sensory experience that works best for you.

Develop your emotional awareness

In order to send accurate nonverbal cues, you need to be aware of your emotions and how they influence you. You also need to be able to recognize the emotions of others and the true feelings. This is whereemotional awareness comes in.

Being emotionally aware enables you to:

- Accurately read other people, including the emotions they're feeling and the unspoken messages they're sending.
- Create trust in relationships by sending nonverbal signals that match up with your words.
- Respond in ways that show others that you understand and care.

Many of us are disconnected from our emotions—especially strong emotions such as anger, sadness, fear—because we've been taught to try to shut off our feelings. But while you can deny or numb your feelings, you can't eliminate them. They're still there and they're still affecting your behavior. By developing your emotional awareness and connecting with even the unpleasant emotions, though, you'll gain greater control over how you think and act.

How to read body language?

Once you've developed your abilities to manage stress and recognize emotions, you'll start to become better at reading the nonverbal signals sent by others. It's also *important to*:

Pay attention to inconsistencies.Nonverbal communication should reinforce what is being said. Is the person saying one thing, but their body language conveying something else? For example, are they telling you «yes» while shaking their head no?

Look at nonverbal communication signals as a group.Don't read too much into a single gesture or nonverbal cue. Consider all of the nonverbal signals you are receiving, from eye contact to tone of voice and body language.

Trust your instincts.Don't dismiss your gut feelings. If you get the sense that someone isn't being honest or that something isn't adding up, you may be picking up on a mismatch between verbal and nonverbal cues.

Evaluating nonverbal signals

Eye contact– Is the person making eye contact? If so, is it overly intense or just right?

Facial expression – What is their face showing? Is it unexpressive or emotionally present and filled with interest?

Tone of voice– Does the person's voice project warmth, confidence, and interest, or is it strained and blocked?

Posture and gesture– Is their body relaxed or stiff and immobile? Are their shoulders tense and raised, or relaxed?

Touch– Is there any physical contact? Is it appropriate to the situation? Does it make you feel uncomfortable?

Intensity– Does the person seem flat, cool, and disinterested, or over-the-top and melodramatic?

Timing and place– Is there an easy flow of information back and forth? Do nonverbal responses come too quickly or too slowly?

Sounds– Do you hear sounds that indicate interest, caring or concern from the person?

Nonverbal communication skills examples

Want to brush up onyour skills? Review this list of nonverbal skills and work on any areas where you think you could improve.

- Avoid slouching. Sit with your back straight up against the chair or lean slightly forward to convey engagement.
- Steer clear of smiles or laughter when messages are serious.
- Display some animation with your hands and facial expressions to project a dynamic presence. (But avoid talking with your hands excessively, which can appear unprofessional and unpolished).
- Don't bring your phone, a drink, or anything else that could distract you during an interview or meeting.
- Eliminate fidgeting and shaking of limbs.
- Establish frequent but not continuous or piercing eye contact with interviewers.
- Focus on the conversation.
- In a group interview, shift eye contact to the various speakers.
- Introduce yourself with a smile and a firm handshake. Be sure that your palms are dry.
- Keep your hands away from your face and hair.
- Listen carefully, and do not interrupt.
- Maintain open arms – folded arms can convey defensiveness.
- Modulate your vocal tone to express excitement and punctuate key points.
- Observe the reaction of others to your statements.
- Read the nonverbal signals of others. Provide clarification if they look confused, and wrap up if they have heard enough.

- Refrain from forced laughter in response to humor.
- Avoid looking at the clock, your phone, or displaying any other signs of disinterest.
- Respect the amount of personal space preferred by your communication partners.
- Rotate eye contact with various speakers in group interviewing or networking situations.
- Shake hands firmly without excessive force.
- Show that you're interested in what the interviewer is telling you.
- Smile to indicate that you are amused or pleased with the conversation.
- Stay calm even when you're nervous.
- Steer clear of monotone delivery.
- Wait until the person is done talking to respond.

3. THE APPLICATION STRATEGIES OF NON-VERBAL LANGUAGE IN INTERNATIONAL BUSINESS NEGOTIATION

There are different arguments as for the classification of *nonverbal language*. It is a complex system consisting *three main categories*:

1) *Kinesiology* refers to all the action and movement of the parts of human body, including facial expressions, gestures, body posture, eyes and other non-language code;

2) *Paralanguag*e refers to some additional features beyond the linguistic features, such as silence, turn-taking, tone, volume, non-semantic sounds (nonverbal sounds and unvoiced nonverbal sounds) and hesitation.

3) *Environmental language* refers to the specific context of communication (time, social distance, spatial information, lighting, color, architectural design).

A negotiation is a process of communication between parties to manage disagreement or conflicts in order to come to an agreement. The purpose of business negotiation is to achieve a win-win situation based on both party's mutual understanding and sincere cooperation. In order to build win-win relationship and to seek for mutual benefits, negotiators should take full considerations of both party's interests and carefully weigh the language as well as nonverbal language. The manners and all the gesture, pause, facial expressions and postures contribute to the context of business negotiation in which implicit information could be revealed thus has great effect on the negotiation. Therefore, how to understand the counter party's nonverbal language and how to adopt proper nonverbal language in business negotiation is a big concern.

There are some suggestions for the application of nonverbal language in international business negotiation:

- full preparation before the negotiation

Cultural background has huge effect on the nonverbal communication. People from different culture have different understanding towards the same gestures. On the other hand people from different cultures may have different response and thus result in different nonverbal behavior. So the most important thing before the negotiation is to have a thorough and in-depth study of the counter party's culture background by improper use of nonverbal language.

There are quite a lot elements contribute to the cultural impact to the nonverbal behavior, such as religion, region, races, tradition, economic status, etc. The significant factor distinguishing Chinese negotiators and most western negotiators is that Chinese and most Asian negotiators tend to attach to high-context culture while most western negotiators belong to low context culture.

Chinese negotiators belong to the high-context culture that emphasizes the context, either the actual physical environment of communication or an internalized social context or both, which expresses the most meanings of message. So high-context culture is much spelled out implicitly or communicated in indirect ways. This kind of communication style can be viewed as indirect style. The meaning of someone's words and actions is derived or contextualized from the specific context.

For example, the postures or body movement of Chinese negotiators tend to be modest and restraining. The low-context cultures tend to put emphasis on the content of a communication rather than the way in which messages are conveyed. American and some other nations belong to this culture. In low-context cultures, the majority of the information is made explicitly. Low-context cultures emphasize a straight and to-the point communication style so as to avoid vagueness and uncertainty in communication. So this kind of communication style can be regarded as a direct style, that means, American tend to speak and behave directly, openly, and freely and their body language tend to have larger range of motion which is completely different from Chinese.

Rich knowledge and skills on cross-cultural communication and nonverbal language are the footstone to the success of international business negotiation. Negotiators should develop cross-culture awareness and make full preparation for the culture background of the counterpart.

- observe without judgment through negotiation

Business negotiation is a special communication process based on mutual benefits and mutual understanding. This social activity is made not only across borders but also across cultures. Respect and understanding are the key words to cross-culture communication. Conflicts exist and disagreement occurs in the process of negotiation. Under such circumstances, negotiators need to be patient and open-minded to learn to observe the nonverbal behaviors without any hush judgment and then try to analyze the implied information or hint betrayed from nonverbal codes.

- try to control the nonverbal behaviors

Nonverbal behaviors are much more difficult to control. People sometimes make some nonverbal behaviors spontaneously under a certain circumstance, especially when confronting difficulties, conflicts or pressure. Some nonverbal codes without taking counter party's culture into consideration would arouse misunderstanding. So in business negotiation, any trivial move needs to be cautious and be controlled intentionally. Never abuse nonverbal codes.

- be alert and never offend others

In international business negotiation, quite a lot should be taken into consideration apart from business items, such as time arrange, social distance, special arrangement, handshaking, exchange of name cards, gift sending, eye contacting, seating arrangement, gesture, choice of tone etc. The basic principle for these is to be cautious and never offend others. What you act should make the counterpart feel to be honored and respected.

- be flexible for culture and nonverbal codes are not static

Different cultures have different norms for nonverbal behaviors. In international business negotiation, it's better to behave in a way mostly culturally appropriate. With the development of globalization, it is hard to distinguish one culture from another and nowadays there is a new trend to establish an international norm system widely accepted by most nations. The norm of nonverbal language in different culture is not static but dynamic and changing in different situations. So the negotiators need to be flexible to do the adjustment accordingly. Any stereotypes or prejudices against a particular culture do not help much to the success of negotiation.

Nonverbal communication plays an important role in international business negotiation and the proper application of nonverbal language is one of the keys to the successful business negotiation. Nonverbal communication is closely connected with culture. To be an effective business negotiator, one should have full knowledge of nonverbal language in different culture so as to act and respond in a proper way.

4. THE EFFECTS OF GLOBALIZATION ON INTERNATIONAL COMMUNICATION IN THE WORLD BUSINESS

Globalization makes international communication and business management easier and efficient for the world trade. We can expand business relations to all corners of the world. Globalization connects businesses and customers across the world. The importance of communication in globalization is paramount because individuals from different countries, ethnicities, languages, cultural attitudes and other variations must understand one another and express themselves to another effectively in order to work together.

Connecting with people on the other side of the world is now much easier than it was a few years ago. Satellites, fiber-optic cables and the internet make it effortless to share information with those in different time zones and locations. Global communication is directly affected by the process of globalization, and helps to increase business opportunities. Although globalization has many benefits for international communication and world trade, *globalization* has its *side effects*. These include some factors which are jobs insecurity, fluctuation in prices, fluctuation in currency, capital flows and so on.

International communication (the study of global communication or transnational communication) is the communication practice that occurs across international borders. The need for international communication was due to the increasing effects and influences of globalization. As a field of study, *international communication* is a branch of communication studies, concerned with the scope of «government-to-government», «business-to-business», and «people-to-people» interactions at a global level.

Global communication is directly affected by the process of globalization, and helps to increase business opportunities, remove cultural barriers and develop a global village. Both globalization and global communication have changed the environmental, cultural, political and economic elements of the world.

Four major benefits of international communication for global business

While the advantages of global communication can be numerous on any case-by-case basis, these can be described in four major *benefits* for a business:

*1. More markets to reach:*With just a webpage or smartphone, you can expand your market of potential customers to nearly everyone in the world.

2.More suppliers to access: If you can legally import products from a country, every manufacturer there is a potential supplier.

3.More talent to hire: No longer are you limited to the talent pool in your city or town. You can hire remote workers anywhere in the world.

4.More ideas to harness: If someone in Singapore has figured out a better way to make widgets and to sell them to millennials, you can adopt those ideas for your business, provided you know about them.

The importance of communication in international business

Businesses are selling products around the world. Partnerships are being formed with people from diverse cultures as business relationships are formed. Each country and the cultures within a country bring communication challenges to businesses. Good international business communication practices help maintain these business dealings. Bad communication practices can cause loss of business and even international tension among countries. *Communication* is intricately blended with *non-verbal communication* and *etiquette*.

Communication ability can result in better chance of promotion.

Technical people with good communication skills earn more, and those who are weak communicators suffer. William Schaffer, international business development manager for computer giant «Sun Microsystems», made the point emphatically: "If there's one skill that's required for success in this industry, it's communication." Over 90% of the personnel officials at 500 US businesses stated that increased communication skills are needed for success in the 21st century. The Harvard Business Review rated "the ability to communicate" as the most important factor in making an executive "promotable," more important than ambition, education, and capacity for hard work.

Effect of globalization on the world trade/business

Interconnectedness

Globalization has resulted in greater interconnectedness among markets around the world and increased communication and awareness of business opportunities in the far corners of the globe. More investors can access new investment opportunities and study new markets at a greater distance than before. Potential risks and profit opportunities are within easier reach thanks to improved communications technology. Products and services previously available within one country are made available to new markets outside the country due to globalization. In addition, countries with positive relations between them are able to increasingly unify their economies through increased investment and trade.

Global market

Most successful emerging markets in developed countries are the result of privatization of state owned industries. In order to increase consumer demand many of them are attempting to expand and extend their value chain to an international level. The impact of globalization on business management is seen by the sudden increase of number of transactions across the borders. Businesses are continuing to develop a wide range of their footprint as it lowers cost and enjoys economies of scale.

Multinational corporations are *the result of globalization*. They occupy a central role within the process of globalization. Their concentrations within Europe in western economies have led to size constraints. Therefore there is a need for new geographical areas to operate whereby they will face a lot of competition in the market. Through this they will enlarge their market and enjoy economies of scale as globalization facilitates time space compression, economies compete at all levels including that of attracting investors.

Maintaining competitiveness

Globalization has had the effect of *increased competition*. Companies are broadening their target area, expanding from local areas and home countries to the rest of the world. Some companies are fighting strong competition from outside their home country. These forced them to source materials and outsource labor from other countries. This story of 'sourcing and outsourcing' turned many companies into global ones, actively seeking for production locations and partners for new ventures. Globalization has facilitated this and made the transition to global markets easier.

Foreign trade

Globalization has created and expanded *foreign trade* in the world. Things that were only found in developed countries can now be found in other countries across the world. People can get whatever they want and from any country. Developed countries can export their goods to other countries. Countries do business through international trade, they import and export goods across the global. These countries which export goods get comparative advantages. Organizations have been established with a view to control and regulate the trade activities of the countries in the world so to have fair trade. *World trade organizations* emerged as a powerful international organization capable effectively influencing individual governments to follow international trade rules, copyrights, and policies on subsidies, taxes and tariffs. Nations cannot break rules without facing economic consequences.

Technology and efficiency

More advanced systems are needed to facilitate global trade. Globalization pushed us to create better systems to track international trade. ERP systems are one of the solutions provided to support global trade.

Enterprise resource planning (ERP) is a processing by which a company (often a manufacturer) manages and integrates the important parts of its business. An ERP management information system integrates areas such as planning, purchasing, inventory, sales, marketing, finance and human resources.

This technological innovation in global trade has enabled a more efficient environment. Technology empowers efficiency in global trade and reduces cost and time. In addition, production processes became more efficient due to globalization as companies want to maintain their competitive advantage.

NEGATIVE EFFECTS OF GLOBALIZATION IN THE WORLD BUSINESS

JOBS INSECURITY

In developed countries people have jobs insecurity. People are losing their jobs. Developed nations have outsourced manufacturing and white collar jobs. That means fewer jobs for their people. This is because the costs of manufacturing goods and wages are lower than in their countries. They have outsourced to developing countries like China and India. Most people like accountants, programmers, editors and scientists have lost jobs due to outsourcing to cheaper locations like India.Globalization has led to exploitation of labor. Safety standards are ignored to produce cheap goods.

Solutions

• *Demonstrate your value*. Demotivation can creep up on you when you’re thinking of the possibility that you will soon be terminated from work. Resist the urge to slack off. You’ll be giving your boss more reason to phase you out. Do your best work at all times?

• *Make a new plan*. Job insecurity is especially stressful because it can feel like the situation is out of your control. Take back your power by actively directing your life. Plan, set new goals and make a clear action plan.

•*Be open to opportunities*. Explore job opportunities within the organization you’re working for. See if there are other departments that can use your skills. If there are no internal opportunities, conduct a regular job search on your free time or during weekends.

FLUCTUATION IN PRICES

Globalization has led to fluctuation in price. Due to increase in competition, developed countries are forced to lower down their prices for their products. This is because other countries like China produce goods at a lower cost that makes goods to be cheaper than the ones produced in developed countries. In order for the developed countries to maintain their customers they are forced to reduce prices of their goods. This is a disadvantage to them because it reduces the ability to sustain social welfare in their countries.

Solutions

• *Conducting Macroeconomic Policy*. In implementing a macroeconomic policy it is basically a plan and action from the government to provide knowledge related to economic growth. Because this policy really needs to be done properly so that economic growth in this country can take place in a healthy manner so that it can overcome fluctuations.

• Planning the quantity of supply and demand. The way to deal with changes in the price of goods is to plan for the amount of supply and demand. With the supply and demand can certainly affect the price of goods in the market. So it is better if supply and demand can be expected to be stable so that there is no change in prices.

THE NEGATIVE EFFECTS OF GLOBALIZATION IN INTERNATIONAL COMMUNICATION

CYBERCRIME

Cybercrime is any criminal activity that involves a computer, networked device or a network. While most cybercrimes are carried out in order to generate profit for the, some cybercrimes are carried out against computers or devices directly to damage or disable them. Others use computers or networks to spread malware, illegal information, images or other materials. Some cybercrimes do both target computers to infect them with a computer virus, which is then spread to other machines and, sometimes, entire networks. With globalization in the field of technology and communication it makes cybercrime more widespread and easier to happen.

Solutions

• *Use strong passwords*. Don’t repeat your passwords on different sites, and change your passwords regularly. Make them complex. That means using a combination of at least 10 letters, numbers and symbols. A password management application can help you to keep your passwords locked down.

• *Strengthen your home network*. It's a good idea to start with a strong encryption password as well as a virtual private network. A VPN will encrypt all traffic leaving your devices until it arrives at its destination. If cybercriminals do manage to hack your communication line, they won't intercept anything but encrypted data. It's a good idea to use a VPN whenever you are a public Wi-Fi network, whether it's in a library, café, hotel, or airport.

LACK OF PHYSICAL COMMUNICATION WITH PEOPLE AROUND

With globalization, we can access anything easily. We can get information, knowledge, entertainment, market place easily. It sometimes makes us forget to communicate with those around us. If in the past we communicated to buy something, now we can carry out transactions without communication. Globalization makes it easier and eliminates healthy communication habits with friends, relatives, family and parents.

Solutions

• *Recognizing poor communication*, before you can get to work on improving your communication skills, it’s important to first identify the areas that need some work.

• *Reduce gadget addiction, limit the use of gadgets*. Humans are social creatures, therefore it is important for us to socialize and communicate with people around us. Gadget addiction can hinder it, so use the gadget when it’s needed.

5. REVIEW QUESTIONS

1. What is communication without words? Describe what non-verbal communication is and explain its importance in communication process.

2. Describe the impacts of media and technology on nonverbal messages.
3. Explain the steps in making of an effective non-verbal communication.
4. What are the differences between verbal and nonverbal communication?
5. How to improve body language skills?
6. What is a non-verbal communication?
7. How does nonverbal communication differ from verbal communication?
8. What are 5 examples of non-verbal communication?
9. What are the 7 non-verbal cues?
10. Why is non-verbal communication difficult?
11. What are the 5 non-verbal skills and techniques?
12. How can you identify a nonverbal person?
13. What is nonverbal behavior?
14. Which 6 things are parts of nonverbal communication?
15. What is paralanguage?
16. How much more important is nonverbal communication than verbal communication?

6. SUGGESTED READINGS

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LECTURE 3. BASIC RULES FOR BUSINESS CORRESPONDENCE

Structure

1. The necessity to know the rules of business correspondence
2. Types of business correspondence
3. Items that should be noted when having foreign correspondence
4. 8 Essential steps to writing a business letter in English
5. 20 Rules of writing effective business e-mails
6. Review questions
7. Suggested readings

1. THE NECESSITY TO KNOW THE RULES OF BUSINESS CORRESPONDENCE

In today's world you can *communicate professionally* using several methods. It is important to know *the rules of proper business correspondencefor letters, emails* and *greetingcards*. Small mistakes can make the difference between impressing the person who receives your correspondence and offending him. Also it's helpful to know when an email will suffice versus a typed letter or handwritten note.

Business correspondence is one of the first skills that all businessmen have to know. They should know it because there is an urgent need for foreign communications with different people in other countries in the process of importation and exportation of goods. Each country has a particular language, culture, laws, and customs, and the businessmen must observe them in customs and business correspondence.

Commercial correspondence includes *letters, contracts, dialogues, conversations, forums*, and many other items that a businessman should master to export or import goods. Simple conversations with foreign businessmen in social networks, emailing them to concluding a legal contract are commercial correspondence and they need the observation of some particular principles and regulations.

Mutual trust is the overriding factor in foreign trade where commercial correspondence is the main path to build trust in the other party or to destroy their trust. Since the two parties come from some different cultures and nations, a simple misunderstanding may lead to a loss of trust. Learning business correspondence is one of the main requirements of entering the exportation field and business activities.

The businessmen correspond with foreign parties considering the issues and problems they face in their business. Of course, there are some similarities between them, but some points must be noted in either of them to prevent problems.

2. TYPES OF BUSINESS CORRESPONDENCE

A business letter differs from other kinds of writing activities in several ways. First it is usually *addressed to only one specific person*. It is important for the writer to think about the reader with a you-viewpoint or a you-attitude. Every business letter can become *a legal document or contract*, so it is critical *to maintain an appropriate service attitude*.

There are *three basic types of strategies* for business letters*: the good news or neutral letter, the bad news or problem-solving letter,* and *the sales letter*. The heuristics in each of these three types can be very important to the outcome or success. For each type of letter there are some characteristic strategies, which will allow the writer to achieve the best results with specific cases.

There are *different types* of commercial correspondence or business correspondence. We will introduce them in the following:

- traditional letters

Print traditional letters on letterhead using a heavier or textured stock. The *letterhead* should include the name, address, phone number and email address of the sender. If letterhead is not available or the letter is personal, the proper title for the person or persons sending the letter should appear at the top left corner.

For example, if you and your spouse are sending a letter of complaint to a business, include the following:

Mr. and Mrs. John A. Doe 123 Main St. Anywhere, USA 555-555-5555 thedoes@email.com

Next, list *the recipient* of your correspondence and the *address* at the left margin. The name and address should be formal, including his titles and designations. *The date* comes next in the spelled format, for example: June 23, 2010. Under the date, include a line referencing *the subject matter of the letter*, using the form "RE: (reference)."

The greeting is next and should reflect your relationship with the party. If you are on a first-name basis, greet her with "Dear" and include her first name. If the letter is going to a department or an unknown recipient, use "Dear Sirs" or "Dear Sir or Madam:" or even "To Whom It May Concern."

All business letters should close *formally*. The best choice for a professional ending is simply "Sincerely" or "Best Regards." Avoid frilly endings.

- handwritten notes

A handwritten note is appropriate in many business situations, such as thank-yous, congratulations for achievements such graduations, family births, promotions and condolences.

The envelope should include the formal name and address of the recipient. Your return address should appear on the back of the envelope, although it can go in the upper left corner of the front.

The card should include a familiar greeting based on your relationship. If you are on a first-name basis, use the first name. If not, choose a respectful greeting that fits the sentiment.

Keep the body of the note short and write or print neatly in blue or black ink. If you do not have decent handwriting, find someone who does.

Get to the point. If you are saying thank you, choose a phrase or two that reminds the recipient what you are thanking her for, but don't get too detailed. If you are congratulating someone, include what for and, if appropriate, how you received the information. If a client's engagement was in the newspaper, for example, clip the announcement and include it with the card or reference it in your note.

End the note with «Sincerely».Sign the letter with your formal name and title if you are less familiar with the recipient. If you are more familiar, your first name is appropriate.

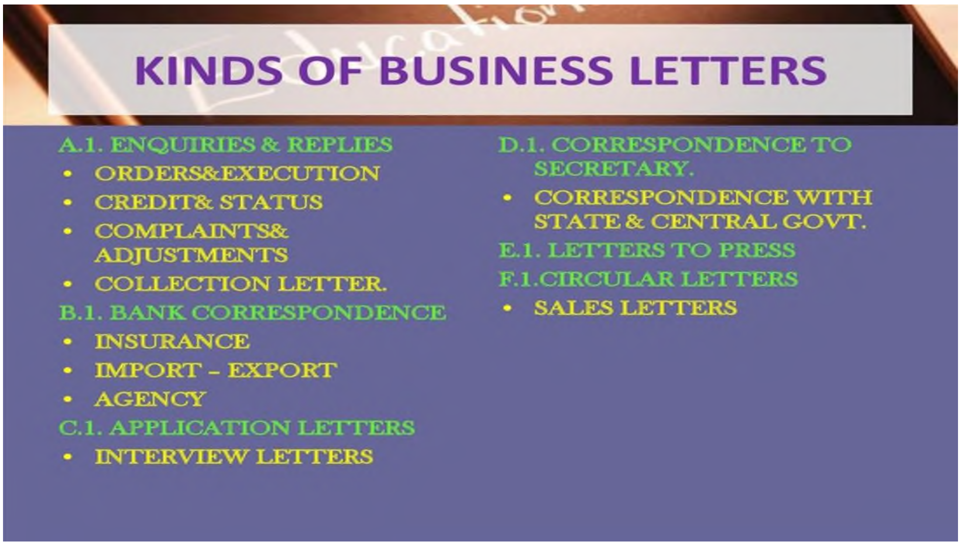

Fig. 3.1.*Kinds of business letters*

BUSINESS LETTERS

The main item of commercial correspondence is *business letters*. The subject of business letters varies a lot. Of course, some different subjects include the introduction of company or product, receiving product catalogs, becoming a representative of a foreign company, receiving or sending goods price etc. Since a business letter is considered to be a written document, one must take enough care to write it.

Important tips that must be noted when writing business letters to foreign parties:

- It is necessary to have a good command of the other party’s language and to compose the letter in its language.
- You should be careful with writing words and phrases with legal overtones.
- The tone of the letter should create a positive perception on the side of the party reading the letter.
- The foreign letter must be composed on the company’s letterhead.
- It should have an attractive and appropriate title.
- Foreign commercial expressions should be used correctly and appropriately.
- The culture, language, religion, individual identity of the target country should be respected.
- Avoid using complicated, multiple-meaning, and vague words.
- The letter should be written in formal language, and avoid using disrespectful words.
- It should contain contact information, address, email and other required items.

- The content of the commercial letter should be concise and to the point and it should avoid generalities.
- The private person or legal person addressed by the letter should be completely specified.
- The required documents must be attached to the letter.
- The exact specifications of the goods must be exactly determined in the product introduction letter.

BUSINESS EMAIL

The quickest and best way in business correspondence to communicate with foreign businessmen is through *business email*. It is possible to easily have access to all foreign parties through this means of communication. You may believe that sending an email is an easy task, but you should know that sending an email is more difficult than writing a business letter.

Some *important tips* that should be observed when sending business emails to foreign companies:

- Make sure to send the email using an official email address of the company and do not use a private person's email address.
- The email should be concise.
- Introduce yourself at the beginning of the email by providing your name and position.
- Avoid sending repetitive, aimless, and general emails.
- Try to insert a digital signature at the end of your emails.
- Further explanation will be provided in the attached files
- Make sure to select an attractive and relevant title in the subject line of the email.
- Be careful with the choice of business words, expressions and words.

BUSINESS CONTRACTS

The businessmen enter into business and commercial contracts with the foreign companies many times over their work. Some different subjects like cooperation in producing products, trading goods etc. are mentioned in *business contracts*.

This *business contract* is considered to be *a legal document*; much care should be taken in formulating and concluding it. *A contract* is the most important document that the parties can invoke when referring to legal authorities in case any problem arises.

Important points that must be observed in international *business contracts*:

- Exact name and specifications of the parties to the contract in detail.
- Goods, products, or services being exchanged should be specified in detail.
- Specification of the individual, body or court that is authorized to address the conflicts.
- The conditions to be followed after the termination of the contract should be clarified by one of the parties to the contract.
- Contract rate, installment payment method and financial points should be mentioned in detail.
- The exact starting and ending date of the contract should be mentioned.

- Specification of the responsibilities or commitments that should be implemented by each party to the contract.
- The place where the contract is to be implemented, if there is any, should be determined.
- The deposit, sum of money or the document indicating good performance should be clearly expressed.
- The points about goods transportation, consignment note, and insurance should be specified if there is any.

COMMUNICATION IN SOCIAL NETWORKS

Social networks have grown rapidly over the past years and expanded in the field of international trade. Easier access and communication with different people using social networks have converted social media into appropriate tools for international goods marketing, recognition of customers and forging relationships.

*Facebook, Instagram, WhatsApp, Telegram*and *LinkedIn* are some of the networks you can use to engage in foreign commerce. The social networks each have a particular function and advantage and they differ from each other.

Some tips on correspondence *in social networks*:

- Interacting with businessmen through the widely popular social network in the foreign country.
- Frauds in virtual space should not be ignored.
- Local social networks are not meant for concluding contracts or legal pacts.
- Each social network suits a particular type of activity.

3. ITEMS THAT SHOULD BE NOTED WHEN HAVING FOREIGN CORRESPONDENCE

Business correspondence at any level or of any type should take *some points* into account, including:

- You should have a good command of the language spoken in the target country for international business correspondence.
- Try to participate in educational courses and seminars on business correspondence.
- Completely study and learn the international business and commerce laws.
- Focus on some subjects such as body language and its effect on negotiations.
- Get help from other companies, private persons, or legal persons on this issue.
- If you do not have a good command of the language spoken in the target country, make sure to use a translator.
- Have a good mastery over the foreign commerce words and expressions.
- Be fully familiar with the rules and regulations of the target country.
- Have a lawyer or business consultant with you.

4. EIGHT ESSENTIAL STEPS TO WRITING A BUSINESS LETTER IN ENGLISH

1. Decide what type of letter you need to write

Business letters have *a sender* and *a recipient* (person who receives the letter). The sender can be a person or a group (like a company) and the recipient can be another person or group.

Depending on the sender's reason for writing, there are several types of letters. Have a look at the *main types of business letters*:

- **Letter of complaint**: A business letter written by someone (a person or a company) who is dissatisfied with the products or services offered by a company. When writing a letter of complaint, it is important to try to keep a polite tone, even if you are very upset or have a lot of complaints to make.
- **Letter of inquiry**: This type of letter is written by someone who has questions about the activity of another company. If you are planning to write a letter of inquiry, make sure you try to find out as much information as you can before writing. Then make a checklist with everything else you need to find out about, so that you don't forget some important points.
- **Cover letters**: These are written by people who are applying for jobs. They are usually sent together with a resume. A good cover letter can get you a job, but people writing cover letters often make mistakes or try too hard to impress the reader.
- **Adjustment letters**: These letters are sent as replies to letters of complaint. They can be tricky to write because your reader is usually a dissatisfied customer who is hoping to get the most out of a bad business situation.
- **Order letters**: This type of a business letter is sent to place an order with a company. *Order letters* need to include correct information, so you need to double-check all figures before sending them. Your language needs to be accurate so that there is no room for mistakes. It is better to use simple and clear language. Long sentences can be ambiguous (uncertain) and difficult to follow.
- **Other letters**: There may be all sorts of other business situations in which people may be writing letters. For example, a person might write a letter…
  - to convince others to buy their products or services.
  - to recommend employees for jobs.
  - to announce theirresignation.

Whatever type of business letter you are writing, read on to find out more tips and specific phrases you can use to sound more professional!

2. Write a short outline

After you have decided what type of letter you are going to write, it is important to stop and think. Write *an outline* before you start typing. If you don't do this, you could be wasting a lot of time. At the end you can easily make minor changes, but big changes are more difficult to make. If you have a good plan, you won't need to make a lot of time-consuming changes.

Start gathering all the information you can on the situation you are writing about. If you are writing a letter of complaint, you should know exactly what the problem was and what you hope to achieve as a result of your letter. If you are writing an order letter, remember to gather all the information about the product you need.

Next write down the main ideas you want to include. You can write down full sentences or just key words if you are in a hurry. For example, if you are writing a cover letter, your main ideas could look like this:

1. What job you are applying for.
2. Why you think you would be good for the job/why the company should hire you.
3. Why the job would be good for you.
4. When you are available for an interview.

If you know the main ideas, you know how many paragraphs you are going to write. *Remember to have only one main idea in a paragraph*. This will help the readers follow your points more easily, and your letter will be structured and logical. Your reader will also be happy (and you want to keep your reader happy) if your ideas are nicely connected. Remember to use connectors to make transitions within and between paragraphs.

3. Use the right layout and salutation

Business letters have quite strict rules when it comes to layout (format and order). You need to include the sender's and the recipient's addresses and follow some simple rules:

- ***Start with the sender's address*.** You can write it in the top right or left corner. Don't include your name or title because these will appear at the end of your letter.
- ***Leave an empty line and write the date just below the sender's address*.** If you are writing to a company in the United States, remember to use the American date format: month, date, and year.
- ***Leave another empty line and write the recipient's title, name, position and address.*** Pay attention to titles. We use **Mr** for men, **Miss** for unmarried women, **Ms.** for women we are not sure are married and **Mrs.** for married women. It is always safest to just use Ms. for women. Here is an example:

14 Bridge Street Baviera, California 92908

March 11, 2016

Ms. Jane Smith
Customer Care Manager
Chapman and Litt
711-2980 Nulla Street
Mankato, Mississippi 96522

- ***Start the letter with the right salutation***, depending on whether you know the recipient and how well you know them. In American English we use a colon after salutations in formal business letters. In British English we use a comma. Here are *some examples*:

- *Dear Ms. Smith*: (If you know the recipient's name.)
- *Dear Jane*: (If you know the recipient quite well and call each other by your first names.)

- *Dear Sir or Madam*: (If you don't know the recipient's name.)
- *To Whom It May Concern*: (If you don't have a specific person to whom you are writing. It is a bit more general than "Dear Sir or Madam." It is best to try to find a contact person when writing a business letter.)

- ***Close the letter appropriately***, depending on the salutation you used at the beginning:

(*Dear Ms. Smith:) Yours sincerely / Sincerely / Sincerely yours,*
(*Dear Jane:) Best / Best regards / Kind regards,*
(*Dear Sir or Madam: / To Whom It May Concern:) Yours faithfully / Faithfully / Faithfully yours*

- ***Sign your name*** if you are sending a hard copy and then write your name (your title is optional) and your position:

[Signature]
[Ms.] Rebecca Smith
Director of Acquisitions

4. *Use appropriate vocabulary for the type of letter you are writing*

Depending on the type of business letter you are writing, you can choose to use some of the sentences and phrases suggested below.

- ***Letters of complaint:***

I am writing to complain about…
I am writing to draw your attention to…
I recently purchased … from your company.
Not only … (did the product arrive late), but … (it was faulty as well)
As you can imagine, I was quite disappointed/upset when…
I suggest that I get a full refund.
I feel entitled to a refund.
I would be grateful if you could give me a refund.
I would appreciate it if you could replace the product.
I look forward to receiving a prompt reply.

- ***Letters of inquiry:***

I am writing to inquire about…
Would you be kind enough to provide me with some information about…
I would be appreciative if you could help me find out…
Could you tell me whether…
I would also be interested in…

- ***Cover letters:***

I am writing to apply for the position of…
I am writing in response to your advertisement…
I would like to apply for the position of…
I am particularly interested in this job because…
As you can see from my resume,…
As you will notice in my resume,…
I am currently employed by…
I am keen to pursue a career in…, because…

My main strengths are…
I would be available for an interview starting…
Should you require any further information, please do not hesitate to contact me.

- ***Adjustment letters:***

Please accept our apologies for…
We sincerely apologize for…
The mistake was apparently due to…
We are currently working on…
To prevent this from happening again,…
We understand how upset you must have been when…, but unfortunately…

- ***Order letters:***

We would like to place an order for…
We look forward to receiving your offer for…
Could you please confirm the prices for…
We are looking forward to your confirmation.

5. Check your spelling

When writing a business letter, perfect spelling is essential. If possible, use s*pell check* to make sure your spelling is correct.

If you are writing a business letter as a part of an exam, try to avoid spelling mistakes. You can simply replace words that you are not confident about with other words. For example, if you are not sure how to spell *occur*, you can use *happen* instead.

Another useful thing to do, especially if you are writing a cover letter or if you are trying to impress your reader, is to consider whether they use American or British spelling. There are a lot of words that are spelled differently, so it may be useful to have a look at this site which gives you the main differences.

6. *Check your grammar*

Grammar mistakes are a bit trickier. Of course, the safest route is to learn the rules and practice them as much as possible. You can use grammar books or online exercises or both, depending on what you find more convenient. Another thing you can do is to know your grammar weak spots. For instance, do you tend to forget adding ***-s*** for the third-person singular when using the present simple? Or do you overuse *the*? Then itis time to double-check for these mistakes.

Finally, here is a list of common grammar mistakes people make in English. Make sure you understand why they are mistakes, so that you don't make them yourself!

- ***Your*** **vs.** ***you're***

<u>Mistake</u>: ***Your*** *a valued customer and we'd like to apologize for the inconvenience we've caused you.*
<u>Correct</u>: ***You're*** *a valued customer and we'd like to apologize for the inconvenience we've caused you.*
<u>Correct</u>: ***Your*** *interest is important to us.*
Explanation: ***Your*** is used to express possession. ***You're*** = You are.

- ***Its*** **vs.** ***it's***

Mistake: ***Its*** *important that we get a reply as soon as possible.*
Correct: ***It's*** *important that we get a reply as soon as possible.*
Correct: *We did not receive the email and* ***its*** *attachment.*
Explanation: ***Its*** is used to express possession. ***It's*** = It is.

- ***Possessive nouns***

Mistake: *The**employee's** lack of motivation stems from their low salaries.*
Correct:*The **employees'** lack of motivation stems from their low salaries.*
Explanation: With singular nouns, we add ***'s*** to express possession. With plural nouns ending in ***s,*** we just add ***'.***

- ***Present simple vs. present continuous***

Mistake: *I* ***am working*** *with kids and I love my job.*
Correct: *I* ***work*** *with kids and I love my job.*
Correct: *I* ***am working*** *with these kids while their teacher is on maternity leave.*
Explanation: We use the present simple to refer to permanent, general actions, such as one's job. Weuse the presentcontinuous with temporaryactions.

- ***Presentperfectvs. past***

Mistake: *I* ***have read*** *your cover letter when you sent it.*
Correct: *I* ***read*** *your cover letter when you sent it.*
Correct: *I* ***have read*** *your cover letter and would like to follow up with you.*
Explanation: We use the present perfect for actions that happened in the past and still have an impact on the present. We use the past for actions that happened in the past, when the speaker knows when they happened.

- ***Than* vs. *then***

Mistake: *Our profits are lower* ***then*** *last year.*
Correct: *Our profits are lower* ***than*** *last year.*
Correct: *We analyzed your request and* ***then*** *we contacted you.*
Explanation: We use ***than*** to form comparisons and ***then*** to refer to when something happened.

Do not worry if this seems challenging. English grammar is complex, and even native English speakers have difficulty with grammar sometimes. To ensure that your business writing is free from grammar mistakes, you may want to use *Grammarly*. This is a grammar-checking tool that will highlight mistakes and suggest corrections for you.It is not 100% perfect, and it may still miss errors that a human being would see.

If you are going to be sending out very important business letters, it is worthwhile to invest in professional proofreading services. After all, you want your writing to be perfect when you are sending a business letter to your entire company, to a potential employer or to your most valuable clients.

7. Check your punctuation

It is so difficult to focus on different types of mistakes all at once – spelling, grammar and punctuation. So try to make time to proofread your letter a separate time for punctuation mistakes.

Here are some of the most frequent punctuation mistakes to watch out for:

- ***Forgettingcommas***

Mistake: *We tried emailing them but there was no reply.*
Correct: *We tried emailing them**,** but there was no reply.*
Explanation: If you are not sure whether to use a comma or not, try splitting the sentence into smaller bits: ***We tried emailing them. There was no reply.***It works, right? If you are still not sure, try saying the sentence out loud. If you are pausing a little, you should probably use a comma.

- ***Using too many or not enough spaces***

Mistake:*I haven't applied for a job before , but I'll give it a try now . I'm not sure if I'm qualified, though.*
Correct:*I haven't applied for a job before, but I'll give it a try now. I'm not sure if I'm qualified, though.*
Explanation: When typing, we only use one space after commas or periods and no space before them.

8. Format your letter

Leave formatting for the end; it is less time consuming. Most business letters use a block format, and are left-justified and single-spaced. You should use double spacing between paragraphs to make it clear where a paragraph ends and where another one begins. The most common font is Times New Roman 12, but Arial also works just fine.

5. TWENTY RULES OF WRITING EFFECTIVE BUSINESS E-MAILS

Developing effective *business-to-business* (B2B) email marketing messages is significantly different than developing *business-to-consumer* (B2C) emails.

Business people who receive email want to know the point as quickly as possible. They don't have time to read through a lot of copy unless something immediately captures their interest. They don't appreciate fluff and spin, just benefits and facts.

There are *20 rules* for writing effective business email messages.

1. ***Be accurate.*** Whatever claims you make benefits you offer or statistics you quote make sure they are true and not inflated. Nothing is worse than starting off a relationship with exaggerated or even false information.
2. ***Be brief.*** Your job with B2B email is to capture interest, then provide more information if it's wanted. You need to identify the most important benefit to the recipient and sum it up in a short paragraph. Think of it as the 30-second "elevator pitch" in email form.
3. ***Be clear.*** Most business people are turned off by email messages with bad grammar, misspellings, and/or unintelligible content. If you personally struggle with writing, hiring a professional writer to prepare your messages is a worthwhile investment.
4. ***Be genuine.*** Forget the hype that works with consumers. The B2B relationship is built on trust. Make sure everything you say conveys you are a genuine, upstanding, honest person running a reputable business.
5. ***Speak their language.*** Whatever you're going to say, write in words they understand and are comfortable with. Don't write down to them or above their

comprehension level. People tend to understand and react better to words they use in everyday conversations.

6. Put yourself in their shoes. Try to picture the daily routine of the people you're contacting and reflect that in your writing: "I know you're busy, so I'll get right to the point."

7. Watch out for a "knowledge gap." Don't assume recipients have the same knowledge about your product or service you do. After you've captured their interest and have reached the "additional information" stage, try offering a step-by-step walkthrough of whatever you're marketing to help them understand what you're trying to say.

8. Write business emails as letters, not as ads. In the B2B world, a forthright communication in letter format is much more effective than an email that looks and smells like an ad.

9. Take your time. As you would with B2C let your B2B email message sit for a day or two after you complete it. Show it to colleagues and other business people and get their opinions. In almost every case the passage of time and other people's input will help you improve your messaging and writing.

10. Remember your email is likely to be passed around.Because it's so easy for email to be forwarded, assume your message will be sent to others if the initial recipient has any interest. You may want to include links to information that is relevant to others, including technical details, operations info and financial data.

11. Mimic your verbal presentation.You should consider how you verbally present your product or service, whether by phone or in person. Think about what points you stress (those could be underlined or bolded in your email) and the words you use (stick with verbal explanations that people understand).

12. Check your signature block. Make sure it's complete: your full name, title, company, address, phones, pager, fax, email and Web site links. Give the recipient a choice of how to contact you for more information.

13. Carefully choose when you actually send the mail. Most business people spend Monday mornings catching up on the email, postal mail and phone calls that have piled up since the previous Friday. You don't want your email mixed in with dozens or even hundreds of communications that are being reviewed by recipients.

14. Prepare your subject line carefully. After the sender address the subject line is the first thing B2B email recipients will look at. It's akin to what you might say on the phone in the first 5 to 10 seconds. The subject line should directly relate to the primary benefit your product or service offers.

15. Use graphics wisely. Business people are interested in benefits, details, other customers, and so forth. Unless graphics enhance your message in a meaningful way, don't use them.

16. Make sure links within your email display and work properly. When you list "for more information" links, make sure they are clickable so the recipient does not have to cut and paste. Also make sure they go to the exact page you want and this landing page is up to date and provides the information you want them to have. Sending people to your home page and leaving to them to figure out where to go is not a good idea.

17. Be wary about sending attachments. Most of the time, you don't know what software the recipient has or what filter settings are enabled. Sending PDFs, Word documents, or Excel spreadsheets may not be a good idea, since you don't know if the recipient can read — or even receive — what you send. A better idea: links to web pages where the information contained in the attachments is displayed.

18. Test. Just as you do with any consumer email campaign, test subject lines and message copy. Testing is no less critical with B2B emails.

19. Be complete. Most B2B email recipients will form some sort of preliminary conclusion about your product or service before they respond to your email. They'll determine for themselves whether your email helps meet their needs. That's why providing details and complete information is important — to give recipients the details they need to make the decision to call you or act on your offer.

20. Don't look like everyone else. Spend some time reviewing B2B emails you get to see what others are doing. Get on the email lists of your competitors so you can see how they communicate. Analyze them all and find ways to differentiate yourself from the pack.

6. REVIEW QUESTIONS

1. What is the most important thing to be considered in business correspondences?
2. What are the 5 types of correspondence?
3. How do you write business correspondence?
4. What are the three basic steps of writing successful business letters?
5. What are the characteristics of business correspondence?
6. What is the importance of a business letter?
7. What should be included in a business correspondence?
8. What are the three most important considerations when we write business correspondence?
9. Is business letters should be simple and easy to read?
10. What are the most important characteristics of a business letter?
11. What are the seven major parts of a business letter?

7. SUGGESTED READINGS

1. Pal, Rajendra and Korlahalli, J. S., Essentials of Business Communication.
2. Kaul, Asha, Effective Business Communication.
3. Lesikar, R. V. and Pettite J. D., Business Communication.
4. Sharma, R. C. Business Communication and Report Writing.
5. Shinha, P., Business Communication.
6. Principles of business correspondence. URL: https://gtgtrade.com/business-correspondence/
7. Rules of Business Correspondence. URL: https://bizfluent.com/list-6746417-rules-business-correspondence.html

8. 8 Essential Steps to Writing a Business Letter in English. URL: https://www.fluentu.com/blog/business-english/writing-a-business-letter-in-english/
9. Rules of Business Correspondence by Email. URL: https://michaelleander.me/rules-of-business-correspondence-by-email/
10. 20 Rules of Writing Effective Business E-Mails. URL: https://www.clickz.com/20-rules-of-writing-effective-business-e-mails/47359/
11. 15 Types of Business Letters (With Purposes and Components). URL: https://www.indeed.com/career-advice/career-development/types-of-business-letters

LECTURE 4. BUSINESS CORRESPONDENCE. TYPES OF LETTERS

Structure

1. Types of business letters
2. Writing of business reports
3. Concept of E-correspondence
4. Intranet
5. Review questions
6. Suggested readings

1. TYPES OF BUSINESS LETTERS

Business letters are an important communication tool in professional settings. You will likely need to know how to write different types of business letters and emails throughout your career, from a compelling *cover letter* when applying to a position, to *a persuasive sales letter* or *a formal resignation letter*.

Here are some of *the most common types of business letters* and when to use them.

1).Cover letters

A cover letter is a business letter typically sent with your resume when applying to a job. While not all employers require a cover letter, it is a great opportunity to explain your professional experience, qualifications and interest in the company and job.

A cover letter should include the following *sections:*

- *contact information*. At the top of your cover letter include your name, phone number and email address to ensure the reader knows how to contact you after reviewing your application.

- *salutation*. Begin the letter by addressing the person to which you are writing the letter. This person may be the hiring manager, department head or other company representative identified in the job listing. Use a gender-neutral greeting such as «Dear Charlie Washington».

If you're unsure of their name, use the most relevant job title such as *"Dear Hiring Manager,""Dear Recruiter" or "Dear XYZ Team Lead."*Avoid using *"To Whom It May Concern"*since it may come across outdated or impersonal.

- *purpose of the letter*. In your *introduction*discuss why you are writing by mentioning the job title, the company name and where you found the job listing. Showcase your research on the job and company by expressing specific interest in both, explaining why you were drawn to the job posting and what interests you about their organization.

- *qualifying skills*. In the body of your letter, highlight the specific skills that make you a strong candidate for the open position. Your cover letter should complement your resume; the information in your resume has to provide more specific details of your professional experience.

- *conclusion.*End the cover letter with a memorable statement about why you are a good fit for the open position. Include a call-to-action that encourages the reader to follow up on your application should they want to interview you and learn more about how you could fit into their company.

Other ***types of cover letters*** include: *application letter, letters of intent, letters of interest, inquiry letters, query letters, motivation letters, and transmittal letters*.

2). Letters of recommendation

A letter of recommendation is written on behalf of another professional to verify their qualifications and work ethic. A letter of recommendation can strengthen an application for employment, higher education or another professional opportunity.

A recommendation letter should include the following *sections:*

- *relationship of the recommendation*. The letter should state the relationship of the person making the recommendation to ensure the reader knows what qualifies the writer to speak on the applicant's behalf. Recommendations letters are often written by coworkers, supervisors, mentors or teachers.

- *evaluation of the candidate's qualifications*. The recommendation is often the body of the letter and speaks directly to the candidate's skills, character traits, professional goals and their potential in the program or position. The qualifications in this section should be relevant to the program or job for which the writer is recommending the professional.

- *examples*. The writer should include specific examples of how the candidate demonstrated their skills during their time working together. This information can help prospective employers understand how exactly the candidate positively impacts their peers and employers.

- *closing statement*. The recommendation letter should conclude with a final confirmation of the candidate's qualifications with the writer's contact information should the reader want to know more.

Other types of business recommendation letters include: *reference letters, character reference letters, business recommendation letters, recommendation letters for a coworker, recommendation letters for an employee, recommendation letters for a boss*.

3). Interview follow-up letters

You can send *a follow-up letter* after interviewing for an open position to thank the interviewer for their time and to demonstrate your interest in the job further.

A follow-up letter should include the following *sections*:

- *overview of the interview*. Include key topics discussed during the interview, such as specific job tasks or a talking point that interested you. Be sure to mention the title of the position. These details demonstrate active listening while expressing your continued interest in the open position.

- *skills related to the position*. The follow-up letter is a good time to reiterate the skills you offer as they relate to the open position.

- *gratitude*. You can also use the follow-up letter to thank the hiring manager for taking the time to meet with you. This step shows professional courtesy that can leave a good impression on your prospective employer.

4). Offer letters

An offer letter is an official offer of employment that describes the specific terms of the position. If you agree to the terms the letter offers, then you will sign the offer letter and accept the job.

An offer letter should include the following:

- *job description*. This item outlines the specific job tasks and requirements of the role.

- *job title*. A letter that states the official name of the position can ensure you are hired for the right role.

- *requested start date*. This is the date on which you will begin employment. You may discuss with your employer if you need to adjust the date.

- *salary and benefits*. This information includes the offered salary, bonus and benefits that come with the role. Some employers may specify when they distribute bonuses and when benefits, such as health care, begin.

- *acceptance timeline*. This is the date by which you must respond to the offer letter.

5. Sales letters

The purpose of *a sales letter* is to introduce a service or product to a client or customer. Sales professionals often use these letters when making new contacts with prospective buyers or strengthening relationships with longtime clients.

A sales letter often includes the following:

- *description of product or service.*Include specific details about the item or service you are offering. Consider identifying a possible solution this product or service provides to the recipient to best demonstrate its value.

- *cost.*Some letters include information about the price of the product or service, especially if the buyer is a current patron. It may be included if the cost was already discussed in a previous meeting as well.

- *call to action*. Include directions to the reader explaining how they should take action if they want to buy. You may include your contact information, the best times to reach you and a date by which they should reply to take advantage of your offer.

6. Letters of commendation

Letters of commendation are a form of employee appreciation, and companies send them out to the entire staff to congratulate an employee for a job well done. They may include the following:

- *purpose*.Begin a letter of commendation identifying who is being commended and for what reason.

- *details of the commendation*.Include details about the specific tasks, achievements or awards for which the team member is being recognized.

- *call to action*.This letter may include a call to action that encourages fellow employees to congratulate the team member on their success.

Other types of commendation letters include: *appreciation letters, employee appreciation letters, retirement letters of appreciation.*

7. Letters of resignation

A letter of resignation informs your employer of your intent to resign. Many organizations prefer to have an official letter for documentation purposes.

A letter of resignation often includes *the following:*

- *statement of resignation*.Begin this letter with the official statement declaring that you are resigning from the company.

- *reason for leaving*. Depending on your situation, you may consider mentioning why you are leaving so your employer understands your decision. This may include accepting an opportunity elsewhere, pursuing higher education or relocating.

- *dates*. Include the date on which you are delivering the letter and the date of your official last day of employment. This step can ensure your employer can best prepare for your leaving and fill your position.

- *thank you*. Consider thanking your employer for the opportunity and the skills you gained while working for them. This step is a professional courtesy that can strengthen your professional relationship with your employer should you need their recommendation in the future.

Other types of resignation letters include: *retirement letters, goodbye emails, thank you letters after resignation, short notice resignation letters, resignation letters for jobs that aren't a good fit, short notice resignation letters, no notice resignation letters, emergency resignation letters, forced resignation letters, formal letters of resignation, letters of resignation due to moving, letters of resignation due to pregnancy, resignation letters for family reasons, resignation letters for career change.*

8. Thank you letters

A professional thank you letter is an important way to let colleagues, employers, vendors or other business contacts know you value their time or efforts. Sending a professional thank you letter will build rapport with the recipient and communicate your intentions for the future. It might be appropriate to send a thank you letter after someone helps you with a job search, when a customer makes a purchase, or if a business awards you a contract. You can also send a formal thank you letter to simply state your general appreciation for someone.

A business thank you letter typically includes the *following:*

- *a greeting*. Start your letter with a simple but professional greeting. Consider your relationship with the recipient.

- *reason for gratitude with specific examples*. In one or two brief paragraphs clearly express your gratitude to the recipient, being specific about what you're thanking them for.

- *details from your conversation.*Sharing additional details from your encounter can help personalize the letter and show the depth of your gratitude.

- *a polite closing.* Conclude your email with a closing statement like *"my regards", "thanks again"* or another personable, yet professional closing.

Other types of thank you letters include: *thank you letters for recommendations, thank you letters for a boss, thank you letters for a mentor, thank* *you letters for a rise, customer thank you letters, thank you team letters, thank you notes to coworkers, thank you letters for after an interview, thank you for applying letters, executive-level thank you letters after an interview, panel or group interview thank you letters.*

9. Complaint letters

Complaint letters are usually sent by consumers to businesses when they're unhappy with a service or product. Businesses may also occasionally need to write a complaint letter. For example, an employee may be asked to write a complaint letter on behalf of a company who is dissatisfied with a product.

Components of a complaint letter include:

- *a formal greeting.*When writing to a company, it is acceptable to use “To Whom It May Concern” as it may be unclear who will read and act on your complaint.

- *a description of the purchase*. Include all pertinent details, such as an account number or order number, what and how much of a product or service was purchased and when the transaction occured.

- *explanation of the problem.*Clearly state the problem you have encountered with the product or service. For instance, the product does not work properly, the service was not performed correctly, you were billed the wrong amount, something was not disclosed clearly or was misrepresented.

- *specific request or resolution needed.*Propose a satisfactory solution, such as a refund or discount on services performed, a repair or an exchange.

10. Apology letters

An apology letter is an important tool in the workplace that acknowledges a mistake, expresses regret and asks for the letter recipient's forgiveness or patience. Apology letters create a formal record of your admitting to and attempting to rectify a mistake or failure.

An apology letter should include *the following*:

- *an acknowledgement of the mistake.*Begin by explaining what you have done wrong and acknowledge the consequences of your mistake. Owning up to your mistake from the very beginning of your letter shows sincerity and will help ensure your recipient hears about your mistake from you instead of someone else. Confronting your mistake and reaching out to the affected party directly will help you resolve the issue as quickly as possible.

- *a sincere apology.* A sincere apology will involve saying you are sorry without any caveats or attempts to shift blame to anyone else. Expressing a genuine regret for the consequences you caused may be sufficient in earning your recipient's forgiveness.

- *your plan to fix the problem.* Assure your recipient you will do everything in your power to correct the matter, and share the specific steps you will take to do so. Be willing to make whatever personal sacrifices are necessary to make things right with your reader.

11. Office memorandum

An office memorandum or *business memo* is a short yet formal document used for communication between the business and its employees. Effective memos are brief and easy to navigate. The document is primarily for internal use, such as an announcement regarding changes to personnel within an organization or updates on company gatherings.

Office memos should *include*:

- *a clear and straightforward subject.*If you are issuing an email, communicate the message of the memo in the subject line. If the memo will be distributed to employees on paper, you can still include a brief subject line at the top of the letter.

- *the intent of the memo.*List the purpose of the memo in the introductory paragraph. Be concise and keep the language positive throughout.

- *a breakdown of the information.*Use the body paragraph and conclusion to outline the information you are sharing. Include details of how employees can act on this memo or reach out to a specific point person with any follow-up questions.

12. Welcome letters

A welcome letter is a formal way of introducing a company or employee and provides basic information to the recipient. For example, while a new employee welcome letter provides employees with the information to help them better prepare for their first day of work, a new customer welcome letter thanks the customer for their business and provides them with an overview of the company. Overall, these letters use a welcoming tone to help establish a greater working relationship.

A welcome letter usually includes *the following*:

- *a warm greeting.* The first few lines of your letter may differ depending on your intention. For example, if you're writing a new employee welcome letter, emphasize your enthusiasm about them joining your team. For a new customer or client welcome letter, start by expressing your appreciation for their business.

- *personalized information.*

Personalize your letter by referencing prior conversations you've had. If you're writing a welcome letter for a new employee, explain why you're excited to have them by mentioning something that was discussed during their interview. If you're writing a new customer letter, reassure them about the value of the product or services they purchased. In a new client welcome letter, reassure them of how you can meet or exceed their expectations.

- *important details to know about your business.* Ensure the recipient knows everything they need to know at the start of this new partnership. For example, in a new employee welcome letter explain the orientation process, give them an idea of what their first day will look like and where they should go. You can also make a list of required documents they need to bring on their first day and outline any company dress codes.

Other types of welcome letters include: *letters of introduction*.

13. Request letters

A request letter is a way to formally ask for something in the workplace. You can use this letter to request a raise, a training class, a recommendation or even a meeting to ask for a promotion. Letters of request can also be a beneficial way to acquire specific information.

Request letters should *include*:

- *an explanation of the request.*Start your letter with a clear explanation of your request. The overall tone of your request letter should be polite yet convincing.

- *supporting documentation.*

Include evidence or other documentation related to your request. For example, if you are requesting a recommendation, it could be helpful to attach your resume so they can quickly refresh their memory with your qualifications. If you are requesting a raise, you can include a paragraph explaining the value you bring to the role or attach a document with more concrete evidence of goals you've exceeded or average industry salaries for your job skills and experience level.

- *a deadline for response.*For many request letters, it can also be important to give a timeline. For example, if you are requesting a recommendation letter, you may need to submit it by a specific date. Sharing that deadline and asking them to let you know if they are unable to provide a letter by that time allows you the opportunity to send your request to someone else.

Other types of request letters include: *promotion request letters, demotion request letters, request for approval letters, training request letters, leave of absence request letters, raise request letters, transfer request letters.*

14. Announcement letters

A business announcement letter is a letter sent out to employees, vendors, customers or the press to declare something of note for the company, such as a change of policy, an employee or management change, a merger, a takeover, a product release or an event. The letter is typically short and written in a formal note.

Announcement letters should *include*:

- *an introductory paragraph with the announcement.* Present the news you are announcing in the first or second paragraph. This statement should be concise and to the point.

- *additional details.*Next, your letter should explain your announcement in more detail. If you are hosting an event, share the event's purpose here. If you are announcing the opening of your business, share details like how long you've been working behind the scenes to open your doors or a special promotion you are offering to celebrate your opening.

- *the specifics*. Your announcement will need to include specific details pertinent to your announcement. This might include store hours, or contact information like a physical address, phone number or website. If you are announcing something internally to employees, such as a merger, you can offer a point person for employees to direct their questions.

Other types of announcement letters include: *employee departure announcement letters, employee promotion announcement letters.*

15. Termination letters

A termination letter is a respectful yet effective way to dismiss an employee from their current job. Termination letters are also called a "letter of separation," "a notice of termination of employment" or "contract termination letter".

Termination letters should *include:*

- *notification of termination date.*First inform the employee that their employment is terminated and specify the date it will effectively end. This eliminates any potential confusion and allows the employee to prepare for their dismissal.

- *the reasons for termination.*Your explanation for the employee's involuntary termination should remain clear and accurate to avoid misinterpretation. If applicable, include evidence to support your reasoning.

- *compensation and benefits going forward.* Next explain any benefits or compensation they will receive once their employment ends. This can include severance pay, payment for unused leave days and any other salary owed. Also let them know what will happen to their healthcare, life insurance and retirement funds. Remind them of any signed agreements, like a non-disclosure agreement or other documents from the onboarding process that might impact their compensation and benefit payout.

- *next steps.* Finally, list the next steps for the employee to take. Notify the employee of any company property they must return, such as a company cell phone, laptop, keys, ID badges and parking passes. Then include contact details for their HR representative to direct any questions regarding compensation, benefits and other details in the letter.

2. WRITING OF BUSINESS REPORTS

The word «*Report»* is derived from the Latin «reportare» which means to carry back (re=back+ portare = to carry). ***A report***, therefore, is *a description of an event carried back to some who was not present on the scene.*

The report is a message to management. It travels from an employee to a supervisor, from a supervisor to an executive, or from the executive to the management. Simply stated, a business report conveys information to assist in decision-making.

A report is the means to present this information. Some reports might present the actual solution to solve a business problem; other reports might record historical information that will be useful to assist in future decision-making. Either way, information is being "reported" that will be useful in making decision.

Thus the term **«report»** can be defined as *an orderly and objective presentation of information that helps in decision-making and problem solving.*

Note the *different parts* of this definition:

1. The report must be well-ordered so the reader can easily find information.
2. It must be objective because the reader will use the report to make decision that affect theorganization.

3. It must present information-facts and data. Where subjective information are required, as indrawing conclusions and making recommendations they must be presented ethically and bebased on the information contained in the report.
4. It must aid in decision making and problem solving. There is a practical, «need-to-know» dimension about business reports that differentiates them from academic or scientific reports.

A business report can be defined as an evaluation or assessment or review of a particular event, issue,period or set of circumstances which is related to a business. The business report can be on compliancestatus, financial position, report of the Board of Directors of the company, Sales or on any other mattersfor which the report is required by an expert or authority.

The business report is usually written in response to a request by an authority of the company. Businessreports are one of the most effective ways to communicate. Although the scopes of the business reports are broad, however broadly, we can categorize the same in to the following:

Writing Effective Business Report

A business report should notbewritten in essay format and it should be in an abridged style that allowsthe reader to navigate the report quickly and to identify key elements. It uses appropriate headings andsubheadings and, if necessary, bullet points, diagrams and tables. The main function of a businessreport is to communicate relevant information quickly, clearly, and efficiently.

Business reports canrange from brief one-or-two-page reports, to reports of a hundred pages or more with several chaptersand, quite possibly, a number of appendices. A lengthy report would include a table of contents andpossibly an index. However usually include the following *four elements*:

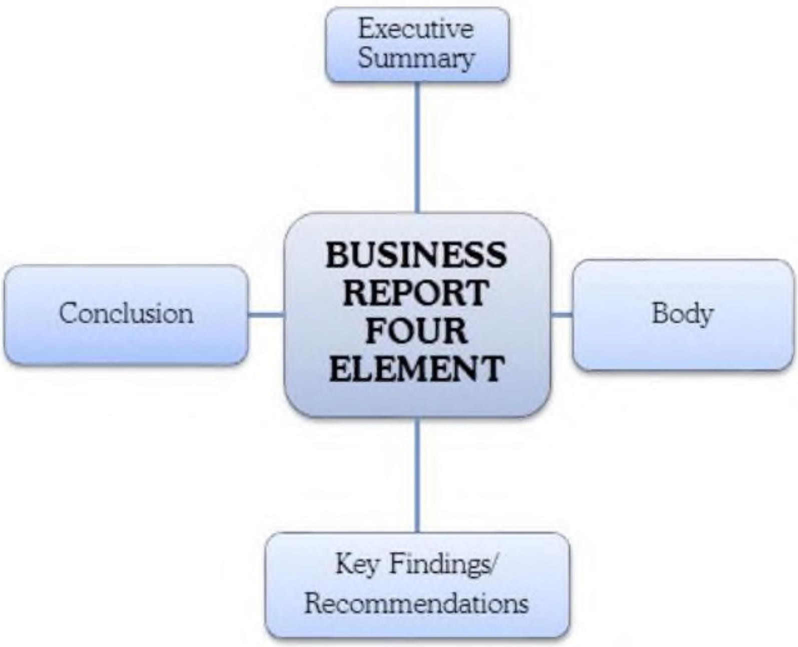

Fig. 4.1.*Business report elements*

To write an effective business report it is necessary to understand and identify the following:

- *the executive summary* acts like the abstract of a regular essay. It will briefly state the purpose of thereport, it will briefly describe the methodology used to investigate the issue and it will list the key pointsand findings that are found in the report.

- *the body* gives details of the evaluation process. It will describe your methodology and identify particular issues that impacted on your evaluation. It might also allude to, or give a brief preview of your findings. Relevant tables and/or diagrams will appear in the Body.

- in*the key findings/recommendations* section you will identify and discuss/describe your key findings and make your recommendations. Your *conclusion* will neatly sum up your findings, and in doing so will ensure that these relate back to the original question or issue that has given rise to the report.

3. CONCEPT OF E-CORRESPONDENCE

Today in 21st century globalized world, the uses and needs for the 24 hours availability system of internet have been unprecedented. Professionals, non-professionals, experts or students, we are all turning increasingly to the internet in our daily lives. Whether we want to find educational openings abroad, do banking operations online, find research material on any issue, send corporate e-mails, internet is the place where we go most often. From the trivial to the highly complex, we look for answers to most of our questions in the vast ocean of knowledge called World Wide Web (www).

The World Wide Web is a system of interlinked hypertext documents accessed via the Internet. With a web browser, one can view web pages that contain text, images, videos, and other multimedia and navigate among them via hyperlinks.

Many people use the terms Internet and World Wide Web interchangeably, but in fact these two terms are not synonymous. *The Internet* and *the Web* are two separate but related things.

What is The Web?

The World Wide Web, or simply Web, is a way of accessing information over the medium of the Internet. It is an information-sharing model that is built on top of the Internet. The Web uses the HTTP protocol (one of the languages spoken over the Internet) to transmit data. Web services, which use HTTP to allow applications to communicate in order to exchange business logic, use the Web to share information.

The Web also *utilizes browsers*, such as Google Chrome, Internet Explorer or Firefox to access. *Web documents* called Web pages that are linked to one another via hyperlinks. Web documents also contain graphics, sounds, text and video. The Web is just one of the ways through which information can be disseminated over the Internet.

The Internet, not the Web, is also used for e-mail. So the Web is just part of the Internet, albeit a large part, but the two terms are not synonymous and should not be confused.

What is Browser

A Web browser is software application that enables you to find, retrieve, and display information available on the World Wide Web (WWW). Browser also allows you to traverse information resources on the WWW. The information on the Web is organized and formatted using tags of a Markup language called Hypertext Markup Language or HTML. *A web browser* is converts the HTML tags and their content into a formatted display of information. Thus, a web browser allows you to see the rich web contents from a website. Some of the popular web browsers are - Google Chrome, Internet Explorer, Mozilla Firefox, Safari and Opera.

What is The Internet?

The Internet is the network of networks and is used for many applications. Internet allows you to share resources and applications with ease. *The Internet* can carry any digital signals such as text, graphics, sound, video and animation. Today, Internet has thousands of networks and millions of users, using many services. *The Internet* is a massive network of networks - a networking infrastructure. It connects millions of computers together globally forming a network in which any computer can communicate with any other computer as long as they are both connected to the Internet. Information that travels over the Internet does so via a variety of languages known as protocols. The Internet uses TCP/IP as its basic protocol on which many more application level protocols have been developed.

The terms *Internet*and *World Wide Web* are often used in everyday speech without much distinction.

The Internet is a global system of interconnected computer networks. In contrast, *the Web* is one of the services that run on the Internet. It is a collection of textual documents and other resources, linked by hyperlinks and URLs, transmitted by web browsers and web servers. In short, the Web can be thought of as an application “running” on the Internet.

Viewing a web page on the World Wide Web normally begins either by typing the URL of the page into a web browser or by following a hyperlink to that page or resource. The web browser then initiates a series of communication messages, behind the scenes, in order to fetch and display it. The letters written by one party to another, and the answers thereto, make what is called the correspondence of the parties. Such *correspondence* if done through electronic signals via internet is called E-*correspondence.*

What is E-Correspondence?

E-Correspondence is commonly known as *‘email-correspondence’* or ‘*electronic correspondence’*. It is an electronic method of providing you with important information on your email address. You must supply a valid email address in order to receive information via email. For example: johndoe@company.com.

Concept of Email

«Electronic mail» or «e-mail» as it is commonly called is the process of sending or receiving a computer file or message by computer modem over telephone wires to a pre-selected “mail box” or “address” on another computer. *E-mail* can also be sent automatically to a large nu*mber of electronic addresses via mailing lists* *(through 'mail-merge' option).* E-mail messages can range from the simplest correspondence to business presentations, engineering blueprints, book chapters, or detailed contracts. Graphics, files of artwork or photography can be transmitted via this technology as well, though text messages comprise the vast majority of e-mail transmissions.

Today e-mail stands as a central component of business communication, both within business enterprises and between business enterprises, because of the many advantages it offers over regular mail in terms of efficiency, speed, and 24-hour availability. These characteristics have made electronic mail a truly ubiquitous presence across the globe.

Since e-mail has emerged as such an important method of business communication in recent years, it is important for small business owners to know how to use this technology effectively. Towards that end, consultants generally recommend that small business owners and entrepreneurs should select and shape such e-mail packages that emphasize convenience and ease of use.

Electronic mail («e-mail») is probably the most used medium of communication today. Today, with email, there's so much more than just written text communication. Ability of the email to securely forward multimedia, photos, software, etc. has made it very popular. It's rightly said that «necessity is the mother of all inventions», and we humans have always found a way whenever the need arose. The history of email communication is very interesting and intriguing.

History of Email

In 1965, the Massachusetts Institute of Technology (MIT) was the first to demonstrate the use of the firstemail system known as MAILBOX.

The history of email addresses can also be attributed to *Tomlinson*. He chose the «@» symbol to provide an addressing standard in the form of «user@host», which is in use till date. This is why Tomlinson iscalled the «father of email» and is credited with its invention.

By 1974 email in its improved form was being used by the US military. By 1975 efforts to organize theemail bore fruit. A general operating area, known as email account, was created for users who wantedto avail the email service. Access controlling was done by giving the user a secret password, whichonly he/she would know. Separate folders were created depending on the purpose like. Inbox forincoming messages and outbox for outgoing messages.

Year *1976* was a watershed year in the history of email marketing. Email service was being offered incommercial packages and per-minute charges were applicable to those using these services. This ledto the requirement for offline reading, which meant that users could then download their emails on totheir personal computers, and read them leisurely without using and paying for the airtime. This led tothe development of applications, which were similar to what Microsoft Outlook does today.

Requirement for protocols was felt almost immediately, and in *1972* file transfer protocol (FTP) was putin use to send email messages. The main drawback here was that FTP created a separate mail for everyrecipient and then dispatched it, which resulted in loss of precious memory space. This prompted thecreation of the more efficient SMTP (Simple Mail Transfer Protocol)*in the early 1980s*, which becamea standard protocol in sending email messages. But the initial versions of SMTP failed tocontrol the cases of forgery and proved to be a naive protocol in the verification of the authenticity ofa user. Email viruses, worms and spammers began exploiting these loopholes in SMTP, and eventhough many new and improved versions have been released, this problem continues to be addressedtill date.

If SMTP is used to send messages, POP (Post Office Protocol) is a standard for receiving emails. Thisprotocol is used by email clients to retrieve messages from the mail server using a connection. Onedrawback of POP is that it does not support offline retrieval of messages. This demerit has now beenovercome, by the more capable IMAP (Internet Message Access Protocol). This is how one comes toknow about the offline messages, i.e., messages received when the receiver is not signed in.

By the early 1990s free and user-friendly email service providers had taken the industry by storm.Players like «Yahoo» and «Hotmail» were competing for the market share. It was this decade that saw the.com boom, to the extent that almost everyone wanted an email account. Today there are more than600 million email users across the globe, with newer players like Google (Gmail) and Rediff entering.There's so much more about the origin and history of email, but these were the most importantlandmark events.

Features of Email

- *Electronic*: It is an electronic mode of message transmission as it is sent using HTML (HyperText Markup Language);
– The computer code used to create web pages.
– *Cost-Effective*: It is one of the cost-effective modes of fast communication. Today with theadvent of smart-phones, communicating through emails has become even more cost-effective.
– *Packages*: Packages like 'Messenger' and 'Outlook' help us compose new mails or forward thereceived ones to one or all of the people whose email addresses are stored in the 'AddressBox'. They allow us to change font, sizes and colour of the text; highlight, delete, store or save;align, center or justify the text; italicize, bold, underline or even print what we write or receiveas email.
– *Interface*: An interface between email programme and word processing programme allows usto cut, copy and paste material from one place to the other.
- *Attachments*: The 'Attach' option allows us to share documents, worksheets, presentations,pictures and videos along with the mails.
– *Spam*: Unsolicited or Junk mails can be filtered by using the 'spam' option which forbidsunwanted mails to enter your inbox. These unwanted mails may be advertisements, job offers,competition forms, etc. which one does not want to receive frequently.
– *Signature*: We can customize our signature as we want it to appear in the complimentary closure of every email. Once you add your signature it automatically appears at the end ofevery mail that you compose. One need not write the name, designation, contact number etc. again and again.

– *Search*: The search option helps us to locate old email communications. This can be achieved by typing the sender's name in the search box and clicking the search button. It will reflect all mails containing the name so typed.
– *Cloud Storage*: A more recent feature is cloud storage. Data can be stored on cloud. This facilitates access and instant updates to multiple users. Google Drive, Dropbox etc. are examples companies offering cloud service solutions to enterprises.
– *Changes at the workplace*: This trend of online work has brought about other changes like virtual workplaces, work from home, flexi-time etc.

Email Etiquette

While a lot of people understand the importance of following certain rules when writing a business letter, they often forget these rules when composing an email message. Here's a refresher.
– *Mind Your Manners*: Think of the basic rules you learned growing up, like saying please and thank you.
– Address people you don't know as Mr., Mrs., or Dr. Address someone by first name only if they imply it's okay with them to do so.
– *Watch Your Tone*: It is very difficult to express tone in writing, but make sure that you should come across as respectful, friendly, and approachable. You should not sound curt or demanding.
– *Be Concise*: Get to the point of your email as quickly as possible, but don't leave out important details that will help your recipient answer your query.
– *Be Professional*: This means stay away from abbreviations and don't use emoticons (those little smiley faces). Don't use a suggestive email address for business communications.
– *Use correct spelling and proper grammar*: Use a dictionary or a spell checker whichever works better for you. While you can write in a conversational tone (contractions are okay), pay attention to basic rules of grammar.

Advantages and disadvantages of Email

Email has changed the way we do business. Sure, people complain about the amount of e-mail they receive. Using of e-mail has made a positive impact on business and has an edge over other methods of communication.

Here **are *five advantages***of using Email:
1). *Managing e-mail is easy*: You can manage all your correspondence on screen and so can your customers. Your proposal can be answered, revised, stored, and sent to others, all without reams of paper involved.
2). *Email is fast*: Mail is delivered instantly from your office to anywhere in the world. No other method of delivery can provide this service. Timely buying and selling decisions can be made in one heartbeat.
3). *Email is inexpensive*: Compared to telephone calls, faxes or overnight courier service, e-mail is less expensive.
4). *Email is easy to filter*: The subject line on an e-mail makes it easy to prioritize messages. The reader can identify critical correspondence quickly and deal with it immediately. Unlike regular mail which needs to be opened and reviewed or voice

mail which requires you to either listen to or scan all your messages for those that require immediate attention.

5). *Transmission is secure and reliable*: The level of security in transmitting e-mail messages is very high, and the industry continues to develop tighter security levels. E-mail is private. Often telephone and fax messages are not. If the address information is correct, rarely does an e-mail go astray. Fax machines can be out of order or out of paper and this prevents an important message from being delivered in a timely manner.

However, there are***some disadvantages***.

1). *Time Consuming*: Writing an e-mail takes less time than it takes to print a letter and mail it off the ease with which an e-mail is send implies that an average person may do more correspondence electronically than he would if all correspondence was done by postal mail. Sometimes the message is better communicated over the telephone or directly. Organizing and reading through e-mails can also eat up a great deal of time and prove an obstacle in the way of a worker's productivity.

2). *Security*: Sensitive information can be easily shared and distributed within a business through e-mail. It does not matter if the e-mail is sent accidentally or deliberately, the damage remains the same. Moreover, when someone hands you a business letter, you are the only person who receives that letter. An e-mail can be intercepted by a hacker or go on an incorrect e-mail address and wind up in someone else's inbox. Your sensitive information and messages are easily accessible to hackers and to even unsuspecting recipients.

3). *Impersonal Communication*: While e-mail can be faster, the meaning of the message is often lost in the text. It can make customers or employees forget there are people involved in the transaction, which can affect customer service. Since e-mail recipients cannot see one another, the e-mails do not have any voice inflection or emotion that can help in proper interpretation.

4). *Misunderstanding*: Pronouns and popular jargon can lead to conflicts in e-mails. In addition, e-mail is filled with abbreviations and short descriptions, which can often be misunderstood and/or interpreted the wrong way.

5). *Vulnerability*: It would take a manual effort on the part of someone to access all his important printed documents and destroy them. But all of your e-mails and important information can be lost with a simple hard-drive crash. Even if you store your email information on another server, you could lose your data if that site goes down or gets out of business.

6). *Whether an organization depends on internet connectivity*: E-mail depends on the internet connectivity which can get disturbed or disconnected due to various reasons.

– E-mail cannot be considered a confidential mode of communication.

– E-mail should not be considered as a replacement for direct, face-to-face communication.

– E-mail cannot be relied in case of emergency messages as the receiver may read it at his own convenient time.

– E-mail depends on the internet connectivity which can get disturbed or disconnected due to various reasons.

4. INTRANET

The word *'intra'* means within or internal. It is like the internet, except that it*contains information specific to the particular organization*. External people, who are not on the network, cannot access the intranet.

The intranet is the most effective of all the types of electronic communication. *A company intranet*helps to keep employees at least with various happenings within the company; it can be used to communicate within the company by posting various newsletters, articles and company training documents.

The intranet implies that only the company employees who are set up on the server can access the company pages. It is different from the Internet, which is open to everyone who has an Internet connection. Most companies use their intranet in place of paper and emails because it gives information to everyone within the company, regardless of their location. Thus, all employees in an organization get to know about the carried happenings.

Intranets for companies are very secure in the sense that no one outside the company can access it once the security is set in place. *The benefits* of an intranet are that it allows a central communication area for the entire company.

Many people work in remote locations; therefore, it helps them in having a sense of connectedness with the company as a whole, regardless of the place someone is located in. Intranets have been quite effective in keeping communication open to all employees, but of at the same time, it is essential that they log into the intranet several times each day. Many companies make the intranet the default start-up page from any browser within the company, which makes it easier for employees to remember to log in for important information.

Purpose of Intranet

The purpose of the intranet is for internal communication. Increasingly, intranets are being used todeliver tools and applications, e.g., collaboration (to facilitate working in groups and teleconferencing)or sophisticated corporate directories, sales and customer relationship management tools, projectmanagement, etc., to advance productivity.

Intranets are also being used as corporate culture-change platforms. For example, large numbers ofemployees discussing key issues in an intranet forum application could lead to new ideas in management, productivity, quality, and other corporate issues.

When part of an intranet is made accessible to customers and others outside the business that becomespart of an extranet. Businesses can send private messages through the public network, using specialencryption/ decryption and other security safeguards to connect one part of their intranet to another.Intranet user-experience, editorial, and technology team work together to produce in-house sites.Most commonly, intranets are managed by the communications, HR departments of large organizations,or some collaboration among these.

Benefits of Intranet

- *Workforce Productivity*: Intranets can help users to locate and view information faster and use applications relevant to their roles and responsibilities.

– *Time*: Intranets allow organizations to distribute information to employees on an as-needed basis. Employees may link to relevant information at their convenience, rather than being distracted indiscriminately by electronic mail.

– *Communication*: Intranets can serve as a powerful tool of communication within an organization, vertically as well as horizontally. From the communication standpoint, intranets are useful to communicate strategic initiatives that have a global reach throughout the organization. By providing this information on the intranet, staff has the opportunity to keep up-to-date with the strategic focus of the organization. Some examples of communication are chat, email, and blogs.

– *Web Publishing*: It allows cumbersome corporate knowledge to be maintained and easily accessed throughout the company using hypermedia and Web technologies. Examples include: employee manuals, benefits documents, company policies, business standards, news feeds, and even training can be accessed using common Internet standards (Acrobat files, Flash files, CGI applications). Because each business unit can update the online copy of a document, the most recent version usually becomes available to the employees using the intranet.

– *Business Operations and Management*: Intranets are also being used as a platform for developing and deploying applications to support business operations and decisions across the internetworked enterprise.

– *Cost-effective*: Users can view information and data via web-browser rather than maintaining physical documents, such as procedure manuals, internal phone list and requisition forms. This can potentially save the business money on printing, duplicating documents, and the environment as well as document maintenance overhead. For example, people using internet services “derived significant cost savings by shifting HR processes to the intranet”.

– *Enhance Collaboration:* Information is easily accessible by all authorized users, which enables teamwork.

– *Promote Common Corporate Culture*: Every user has the ability to view the same informationwithin the Intranet.

– *Immediate Updates*: When dealing with the public in any capacity, laws, specifications, andparameters can change. Intranets make it possible to provide your audience with “live” changesso they are kept up-to-date, which can limit a company’s liability.

– *Supports a Distributed Computing Architecture*: The intranet can also be linked to a company’smanagement information system, for example a time keeping system.

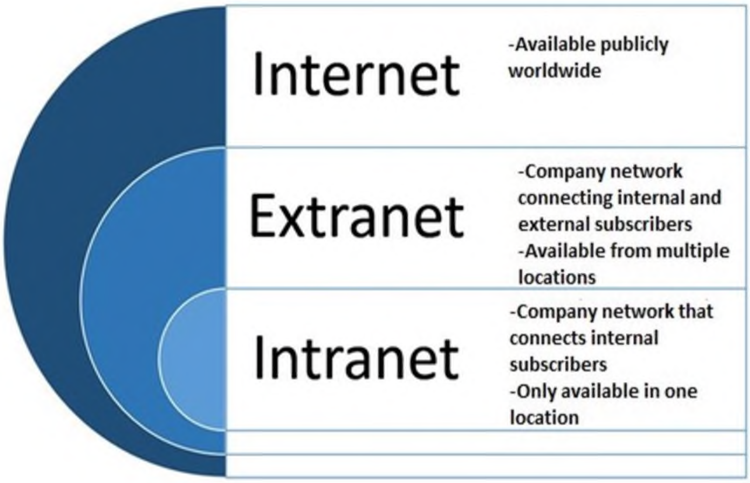

Fig. 4.2.*Differences between Internet, Extranet and Intranet*

5. REVIW QUESTIONS

1. Give the definition of the term «business letters». Name the main types of business letters.
2. Characterize briefly the CVs (cover letters).
3. Tell about letters of recommendations and their components.
4. What is «a follow-up letter»? Name its the basic features and sections.
5. Give a brief characteristic of an offer letter.
6. What is the purpose of a sales letter?
7. Describe a letter of commendation.
8. What does a letter of resignation inform about? What are the components of this type of business letters?
9. Describe a thank you letter as a type of a business letter.
10. What are the components of a complaint letter?
11. Briefly characterize an apology business letter.
12. Describe a business office memo.
13. What does a welcome business letter mean? When are they written?
14. What does a request letter include?
15. Tell about announcement letters and their components.
16. Give a brief characteristic of a termination letter.
17. What does a term «business report» mean? Give the basic features of business reports.
18. Name the main categories of business reports. What should a business report contain?
19. What are the main elements of a business reports?
20. Give brief characteristics of WWW and the Internet, compare them and find the basic differences.
21. What do you know about the concept of e-correspondence and its features?
22. Name the advantages and disadvantages of e-mails.

23. Intranet, its peculiarities, purpose and benefits. What are the differences between the Internet, the Intranet and the Extranet?

6. SUGGESTED READINGS

1. Writing Business Correspondence? Here Are 5 Easy Tips to Make Your English Shine. URL: https://www.fluentu.com/blog/business-english/business-english-correspondence/
2. Business Letter Format With Examples. URL: https://www.liveabout.com/how-to-format-a-business-letter-2062540
3. 10 rules for email etiquette. URL: https://www.lawsociety.com.au/resources/resources/career-hub/10-rules-email-etiquette
4. Email Etiquette: 27 Rules to Make a Perfect Impression on Anyone. URL: https://blog.hubspot.com/sales/email-etiquette-tips-rules
5. Intranet. URL: https://www.techtarget.com/whatis/definition/intranet
6. Intranet Overview. URL:https://www.tutorialspoint.com/internet_technologies/intranet_overview.htm

LECTURE 5. NEGOTIATIONS. RULES AND TIPS FOR SUCCSESSFUL DISCUSSIONS

Structure

1. What is negotiation? Types of negotiations
2. Definitions of negotiation. Principles of negotiations
3. Examples of workplace negotiations
4. Negotiation style. Strategies, methods and tactics
5. Main elements of a negotiation
6. Negotiation preparation & post-negotiation assessment
7. Cross-cultural negotiations
8. Review questions
9. Suggested readings

1. WHAT IS NEGOTIATION? TYPES OF NEGOTIATIONS

People negotiate daily, often without considering it a negotiation. *Negotiations* may occur in organizations, including businesses, non-profits, and governments, as well as in sales and legal proceedings, and personal situations such as marriage, divorce, parenting, friendship, etc. Whether you work as an intern (stagiaire), an assistant, an administrator, a Head of Unit or Director, you need to know how to negotiate. *Negotiating* does not take place only in a formal setting with two negotiating counterparts facing each other across a table - we negotiate everywhere. And with everyone we work with - we negotiate with contractors, our subordinates, peers, and superiors on a semi-continuous basis to resolve differences and allocate resources - over such matters as work distribution, file allocation and project management, for example.

Professional negotiators are often specialized. Examples of professional negotiators include union negotiators, leverage buyout negotiators, peace negotiators. They may also work under other titles, such as diplomats, legislators, or brokers. Negotiations may also be conducted by algorithms or machines in what is known as automated negotiation.

Negotiation is *a dialogue* between two or more people or parties to reach a desired outcome regarding one or more issues of conflict. It is an interaction between entities who aspire to agree on matters of mutual interest. The agreement can be beneficial for all or some of the parties involved. The negotiators should establish their own needs and wants while also seeking to understand the wants and needs of others involved to increase their chances of closing deals, avoiding conflicts, forming relationships with other parties, or maximizing mutual gains.

The goal of negotiation is to resolve points of difference, gain an advantage for an individual or collective, or craft outcomes to satisfy various interests. Distributive negotiations, or compromises, are conducted by putting forward a position and making concessions to achieve an agreement. The degree to which the negotiating parties trust each other to implement the negotiated solution is a major factor in determining the success of a negotiation.

4 types of negotiation

1. Principled negotiation

Principled negotiation is a type of bargaining that uses the parties' principles and interests to reach an agreement. This type of negotiation often focuses on conflict resolution. This type of bargaining uses an integrative negotiation approach to serve the interests of both parties. There are *four elements to a principled negotiation*:

- **Mutual gain:** The integrative approach to a principled negotiation invites parties to focus on finding mutually beneficial outcomes through bargaining.
- **Focus on interests:** Negotiators can identify and communicate their motivations, interests and needs in principled negotiation.
- **Separate emotions from issues:** In principled negotiation, parties can reduce emotional responses and personality conflicts by focusing on the issues rather than how the problems make them feel.
- **Objectivity:** Parties in a principled negotiation can agree to use objective criteria as a baseline for negotiations. Examples of objective criteria in negotiations include market rates, expert opinions, laws and industry standards.

For example, the leaders of two departments for a large company often argue over the resources for each department. The two leaders enter a principled negotiation to discuss solutions. They listen to each other's positions and decide to base resource allocation on the percentage of revenue each department generates for the company. The department leader who receives more resources agrees to support the other department's functions, and the two leaders reach a compromise.

2. Team negotiation

In *a team negotiation*, multiple people bargain toward an agreement on each side of the negotiation. Team negotiations are common with large business deals. There are several personality roles on a negotiation team. In some cases, one person may perform more than one role. Here are some *common roles* on negotiation teams:

- **Leader:** Members of each team in a negotiation usually appoint a leader to make the final decisions during negotiations.
- **Observer:** The observer pays attention to the other party's team during a negotiation, discussing their observations with the leader.
- **Relater:** A relater on a negotiation team works on building relationships with the other team members during bargaining.
- **Recorder:** A recorder on a negotiating team can take notes on the discussions of a negotiation meeting.
- **Critic:** While this may sound like a negative role, having a critic on the team during negotiations can help you understand an agreement's concessions and other negative results.
- **Builder:** A builder on a negotiation team creates the deal or package for a bargaining team. They can perform financial functions during negotiations, calculating the cost of an agreement.

3. Multiparty negotiation

A multiparty negotiation is a type of bargaining where more than two parties negotiate toward an agreement. *An example*of a multiparty negotiation is *bargaining* *between multiple department leaders in a large company*. Here are *a few* of the *challenges* of multiparty negotiations:

- **Fluctuating BATNAs:** BATNA (*Best alternative to a negotiated agreement*) stands for best alternative to a negotiated agreement. With multiple parties in a negotiation, each party's BATNA is more likely to change, making it harder for parties to agree. Each party can evaluate its BATNA at each negotiation stage to understand the results of a proposed agreement.
- **Coalition formation:** Another challenge of multiparty negotiations is the possibility for different parties to form coalitions or alliances. These alliances can add to the complexity of bargaining. Coalitions can agree to a specific set of terms to help all parties reach an agreement.
- **Process-management issues:** Managing the negotiation process between multiple parties can lead to a lack of governance and miscommunications. People in multiparty negotiations can avoid these issues by choosing a leader willing to collaborate with others toward an agreement.

4. Adversarial negotiation

An adversarial negotiation is a distributive approach in which the most aggressive party in a negotiation achieves an agreement that serves their interests. Here are *a few examples* of adversarial negotiation tactics:

- **Hard bargaining:** Hard bargaining is a strategy in which one party refuses to compromise in an agreement.
- **Future promise:** A person using this tactic can promise the other party a future benefit in exchange for current concessions. You can counteract this tactic by asking for the future promise in writing.
- **Loss of interest:** Another adversarial negotiation tactic is loss of interest, in which one party pretends they've lost interest in pursuing an agreement.

Fig. 5.1.*Types of negotiations*

***What are negotiation skills*?**

Negotiation skills are qualities that allow two or more sides to reach a compromise. These are often *soft skills* such as *communication, persuasion, planning*, *strategizing* and *cooperating*. Understanding these skills is the first step to becoming a stronger negotiator.

12 important negotiation skills to have

1. Communication

Essential *communication skills* include identifying *nonverbal cues* and *verbal skills*to express you in an engaging way. Skilled negotiators can change their communication styles to meet the listener's needs. By establishing clear communication, you can avoid misunderstandings that could prevent you from reaching a compromise.

2. Active listening

Active listening skills are also crucial for understanding another's opinion in negotiation. Unlike passive listening, which is the act of hearing a speaker without retaining their message, active listening ensures you're able to engage and later recall specific details without needing information repeated.

3. Emotional intelligence

Emotional intelligence is the ability to control your own emotions and recognize others' feelings. Being conscious of the emotional dynamics during negotiation can allow you to remain calm and focused on the core issues. If you're unsatisfied with the current negotiation, express the need for a break so you and the other party can return later with refreshed perspectives.

4. Expectation management

Just as you should enter a negotiation with a clear goal, the other side also likely has its own defined expectations. If you believe you might not be able to agree to each other's terms, you could try adjusting your expectations. Skilled expectation management involves maintaining a balance between being a firm negotiator and a collaborative one.

5. Patience

Some negotiations can take a long time to complete, occasionally involving renegotiation and counteroffers. Rather than seeking a quick conclusion, negotiators often practice patience to properly assess a situation and reach the best conclusion for their clients.

6. Adaptability

Adaptability is a vital skill for a successful negotiation. Each negotiation is unique, and the situation within a singular negotiation may change from one day to the next. For example, an involved party may change their demands abruptly. While it's difficult to plan for every possible situation, a good negotiator can adapt quickly and determine a new plan, if needed.

7. Persuasion

The ability to influence others is an important skill of negotiation. It can help you define why your proposed solution is beneficial to all parties and encourage others to support your point of view. In addition to being persuasive, negotiators should be assertive when necessary. *Assertiveness* allows you to express your opinions while respecting the other side's perspectives.

8. Planning

Negotiation requires planning to help you determine what you want. You should consider what's the best possible outcome, what's your least acceptable offer and what you will do if an agreement isn't reached. The ability to prepare, plan and think ahead is crucial to a successful negotiation. Planning skills are necessary not only for the negotiation process but also for deciding how the terms will be carried out.

The best negotiators enter a discussion with at least one backup plan, but often more. Consider all possible outcomes, and be prepared for each of these scenarios. For negotiators, this is known as the *"best alternative to a negotiated agreement" (BATNA)*

9. Integrity

Integrity, or having *strong ethical and moral principles*, is an essential skill for negotiations. Being thoughtful, respectful and honest allows the other side to trust what you say. As a negotiator, you should be able to follow through on commitments to demonstrate trustworthiness, avoid over-promising.

10. Rapport building

The ability to *build rapport* lets you establish relationships with others where both sides feel supported and understood. Building a rapport requires you effectively communicate your goals but also understand the other side's wants and needs. Rapport helps ease tensions, promotes collaboration and increases the likelihood of reaching an agreement. To build rapport, showing respect and using active listening skills are critical.

11. Problem-solving

Negotiation requires the ability to see the problem and find a solution. If a price is too high, how can it be lowered? If a resource is in short supply, what can be done to increase it? Being able to find unique solutions to problems may be the determining factor in compromise.

12. Decision making

Good negotiators can act decisively during a negotiation. It may be necessary to agree to a compromise during a bargaining arrangement. You need to be able to react decisively. Keep in mind that your decisions may have lasting effects on yourself or your company. It is important to think through your options carefully without overthinking your decision. Going back and forth between your options without a clear answer might bring unnecessary stress.

2. DEFINITIONS OF NEGOTIATION. PRINCIPLES OF NEGOTIATIONS

What is negotiation?

1 definition

Negotiation is a dialogue that is supposed to create an agreement or resolve a disagreement.

2 definition

Negotiation is a process that is developed when negotiation counterparts (at least two), who have interests, some of which are common and others divergent, desire to reach an agreement.

3 definition

Negotiating is a back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed.

Negotiation, in its most basic form, is an exchange of dialogues involving two or maybe more conflicting parties who are striving to reach a consensus on their dilemma. This person or group procedure usually takes place on a domestic, professional, or global scale. Rather than fighting publicly, they try to look for common ground.

Negotiation needs both offerings as well as receiving. One should hope for a mutually respectful conversation that convinces both sides. Good negotiation is one when one can make subtle sacrifices whilst offering whatever is significant to the other defendant. Regardless of the disparities in party interests, the approach should avoid misunderstanding. A successful negotiation tends to leave both parties content and willing to meet again.

Principles of negotiations

1). Be Prepared

Preparation is critical when negotiating the terms of your employment. The more information you have, the more successful you will be. It is the most important single thing you can do to ensure that you get the best deal possible.

2). Recognize That Employment Negotiations Are Unique

Employment negotiations are different from other types of negotiations. They are not a one-shot deal like buying a house or a car. When the employment negotiations are over, you will have to work with your former adversary on a daily basis; more important, your career success may depend on the person with whom you have just finished negotiating. Therefore, even though you want to negotiate the best possible deal, you need to proceed in a way that doesn't tarnish your image. By the same token, your future boss will want you to feel good about joining the company. Once an employer has decided that you are the person for the job, the primary concern will not be to negotiate the least expensive compensation package the company can get away with. Rather, the main focus will be on getting you to accept the job. As a result, employment negotiations are unusual in that both sides share that same basic goal.

3). Understand Your Needs and Those of Your Prospective Employer

Any employment negotiation is going to involve trade-offs. To be successful in this type of negotiation, you need to examine your own priorities. What is it that you want? Are comfortable with a low salary and a large equity stake? Do you feel confident that you can meet the requisite criteria to earn a bonus? Are you able to handle dramatic swings in income from year to year? How important is job security to you?

Understanding your needs will also help you determine what type of company you want to work for. (For example, a family-owned company might offer a larger salary than start-up company, but the same start-up company will offer stock or stock options that a family-owned company typically will not.) Regardless of the type of company you are considering, an employer may not be able to give you exactly what you want. There are numerous institutional constraints on how much a company can pay for a given position or what kinds of benefits it can offer. Understanding what you want and what a company can do within its own organizational and budgetary constraints will enable you to determine what trade-offs are possible in order to maximize what you get. This knowledge will also enable you to walk away from a job when a company cannot offer the type of compensation package that suits your needs.

4). Understand the Dynamics of the Particular Negotiations

Sometimes you will have skills or experience for which there is a great demand. You may be the only qualified candidate to have made it through the interview process, and the company would like to hire someone quickly. Similarly, if you have been able to defer discussing compensation until the company has determined you are the best candidate for the job, your bargaining position will be greatly strengthened. These are enviable positions to be in. On the other hand, you may in fact be one of several candidates the company is considering, any one of whom it would be happy to hire. Under those circumstances, compensation may be the key factor in determining who gets the job. Sizing up the situation and understanding the relative position of each of the parties to the negotiations will help you determine when to press your advantage and when to back off.

5). Never Lie, but Use the Truth to Your Advantage

Honesty is important. If you lie during the negotiations, sooner or later you are likely to be caught. Once you are caught lying, you lose all credibility. Even if you don't lose the job, you will be placed at a tremendous disadvantage, and your future credibility on the job will be undermined.

On the other hand, total candor will not be rewarded. You are not required to answer a specific question directly unless the answer helps your position. You can determine what you want to say and how you want to say it. One element of preparation is to understand those areas which may be problematic so you can rehearse how you will handle them when they come up.

6). Understand the Role That Fairness Plays in the Process

The guiding principle for most employers in determining what they will agree to is fairness. Within the constraints of their budget and organization structure, employers will usually agree to anything that is fair and reasonable in order to hire someone they want. Appeals to fairness are the most powerful weapon available in employment negotiations. Sometimes such an appeal may even convince an employer of the need to adjust its salary structure or increase the amount of money budgeted for a position.

You should be able to justify every request in terms of fairness. If the cost of living is higher where you're going, it is only fair to have your salary increased sufficiently to compensate. If comparable executives in similar companies are given one percent of the company's stock, you should be treated no differently. Your prospective employer will want you to accept its offer and to feel that you have been treated fairly. Understanding the importance of fairness as a negotiating principle can make the difference between success and failure.

7). Use Uncertainty to Your Advantage

If an employer is not certain what it will take to recruit you, its initial offer is likely to be close to its best offer. If you have divulged too much information, it will likely not offer you as much as it might have otherwise. By not disclosing exactly what your compensation package is or exactly what it would take to get you to leave your current job, you will force a potential employer to give you its best offer.

8). Be Creative

You may not be able to get everything you want, but you want to be sure to get everything you can. Focus on the value of the total package. Look for different ways to achieve your objectives. Be willing to make trade-offs to increase the total value of the deal. Limit your "requirements." When you lock yourself into a position, you limit your ability to be creative.

If you are creative, you can package what you want in ways that are acceptable to the company. You will also be able to find creative "trades" that allow you to withdraw requests that might be problematic to the company in return for improvements in areas where the company has more flexibility. In the end, however, you still must get the company to agree to those elements of the deal that are critical to you.

If you are not able to do so, or if have to give up too much to get what you need, perhaps this is the wrong job for you. However, before you insist on any particular term in your employment package, be sure that it is really essential. By insisting on a particular term you may be giving up something of greater value; you may even be giving up your chance to get the job altogether.

9). Focus on Your Goals, Not on Winning

Too often in negotiations winning becomes more important than the actual goals that are achieved: This tendency is particularly problematic in employment negotiations. Not only is it important to focus on achieving your goals; it is also important not to make your future boss feel like a loser in the negotiations. Remember, that this person will control you future career. You will have gained little by negotiating a good deal if you alienate your future boss in the process.

10). Know When to Quit Bargaining

There comes a point in every negotiation when you have achieved everything that you could have reasonably expected to achieve. At that point you should thank the person you are dealing with and accept the offer. If you don't recognize when to stop negotiating, you run the risk of having the company decides that it made a mistake by offering you the job in the first place. Most companies will want to treat you fairly and make you happy, but few companies want to hire a prima donna. Being perceived as greedy or unreasonable may cause the deal to fall apart. Even if it does not, you will have done immeasurable harm to your career with your new employer.

11). Never Forget That Employment Is an Ongoing Relationship

This is the most important commandment and cannot be overemphasized. Employment negotiations are the starting point for your career with the company.

They set the tone for your employment relationship. Get too little and you are disadvantaged throughout your career; push too hard and you can sour the relationship before it even begins. How you handle the initial negotiations can have an impact, for better or worse, on how successful your tenure with a company will be.

Following the Ten Commandments of Employment Negotiations and employing the negotiating strategies described in my book will enable you to effectively negotiate the terms of your new employment. Once you have done so, you will be able to start your new job confident that you have achieved the best possible result. If you do your job well, there will be opportunities to negotiate further improvements as time goes on.

3. EXAMPLES OF WORKPLACE NEGOTIATIONS

There are a number of negotiation examples in the workplace. ***Negotiations in the workplace*** regularly take place between the following parties:

- Employee and employer
- Colleagues
- External stakeholders

1. Day-to-day negotiations (including managerial negotiations) Such types of negotiations are done *within the organization* and are related to the internal problems in the organization. It is in regards to the working relationship *between the groups of employees.* Usually, team members needs to interact with each other and with their managers at different levels in the organizational structure. For conducting the day-to-day business, internally, the managers also need to allot job responsibilities, maintain a flow of information, direct the record keeping and many more activities for smooth functioning. All this requires entering into negotiations inside the team itself.

- *Employee-to-Employer Negotiations*is one of the most important relationships within your workplace. This person is usually a manager, mentor, trusted advisor and friend. An important point to make about this relationship is that there is a distinct power imbalance that exists. This asymmetry in decision making ability can at times make it challenging to negotiate effectively. We need to prepare for this imbalance. The best place to start is to focus on relationship.

Unfortunately, relationships easily become strained in negotiation. Rather than helping the parties to overcome their differences or contributing to a state of emotional well-being, they instead produce conflict and distract us from our objectives. Not only does this lead to greater emotional stress, but a poor working relationship can also prejudice significantly the quality of our substantive outcomes.

The following *approaches* may promote a more constructive working relationship:

- Separate the relationship from the substance.
- When substantive goals become entangled with emotions and issues of personal identity, both the issues of substance and the relationships are likely to become unsustainably complex, producing conflict. To avoid this, or minimize its

impact, separate the substantive issues (such as money, jobs, products, transactions) from the relationship (such as trust, respect, candour, destructive behavior).

- *Colleague Negotiations*

Negotiations with colleagues, even where you have equal decision making power, can at times become challenging. We need to balance a number of factors. Where we don't have a strong relationship it's easy for negotiators to become reliant on less than an ideal approach to get the outcome they are looking for.

Negotiating with colleagues sometimes feels like a process where the parties are determined to conceal what is really important to them, focusing instead on their desired outcome.

For example, parties may often state positions without offering any comment about why their respective positions are important to them. Alternatively, they may offer only a limited insight into what they regard as important. In each instance, the restricted information flow complicates the task of reaching a mutually acceptable outcome quickly and effectively.

2. Commercial negotiations

Such types of negotiations are conducted *with external parties*. The driving forces behind such negotiations are usually financial gains. They are based on a give-and-take relationship. Commercial negotiations successfully end up into contracts. It relates to foregoing of one resource to get the other.

Negotiators often seek to reach agreement with their counterparts about complex substantive issues as quickly as possible, as if speed were one of their criteria for measuring negotiation success. But quick agreements are often suboptimal, simply because parties won't have had the chance to ensure that the agreement meets all parties' interests, that it creates most value for the parties, that it is legitimate, and so on. In addition, rushed commitments are likely to lack clarity or to be unworkable, leading to substantive and relationship problems down the track.

3. Legal negotiations

These negotiations are usually formal and legally binding. Disputes over precedents or contradictory national laws can become as significant as the main issue. They are also contractual in nature and relate to gaining legal ground.

Negotiating at work means communicating with your boss or co-workers to ask for what you want. It also means working together as a team to resolve conflict.Conflict can happen when two people want something different from the same situation. For example, you might want to be paid more, but your boss might say the business can't afford it right now.Resolving conflict does not have to be tense or difficult. It just requires openness and a willingness to work together to find a solution.

There are *three ways* a negotiation can end:

- *win-win* – you find a solution that both parties like
- *compromise* – you both have to give something up to reach an agreement
- *win-lose* – only one party likes the solution.

Most negotiations at work will take place between you and your boss. Here are some examples:

- you want a pay rise at work
- you want to change your shifts or rostered day off
- you want to quit your job immediately.

If you need to negotiate with your boss or co-worker, before you approach them think about:

- what you want from the situation – be firm about what you want, and stick to it even if you're under pressure
- any compromises you're prepared to make – these can be things that aren't very important to you, but that might be important to the other person
- the other person's situation, and what their likely response is – be ready with some follow-up questions to find out where they are coming from.

Here are *tips for negotiating.*

Be friendly

You're much more likely to get the outcome you want if you're friendly, relaxed and easy to deal with. Approach your boss or co-worker with a smile and some light-hearted small talk. Let them think the discussion is not that big a deal for you (even if it is). You want to put them in a positive frame of mind so they're open to considering your request.

Be polite, even respectful. Don't get emotional or take anything personally. Stick to the issue.

Pay attention

Pay attention to what they tell you. Show you understand where they're coming from by paraphrasing what they've just told you. For example, you could tell them, 'it seems like … is very important to you'.

Let them explain themselves. Keep prompting them to continue. Ask open-ended questions. These are questions that can't be answered with 'yes' or 'no'. They often begin with 'how' or 'what'.

You'll be surprised what you can find out about the situation just by listening. You can use this information when you're coming up with reasons for your boss or co-worker to give you what you want.

Be assertive

Being assertive means knowing what you want, and being confident about asking for it. It doesn't mean being aggressive.

It also means politely and persistently sticking to what you want. Keep asking questions and exploring the reasons why you should get what you're asking for.

Take your time

Good negotiation takes time. Don't be in a rush to get what you want right away. It might take two or three discussions before you can reach an agreement. Just keep politely and respectfully bringing up the topic.

Be prepared to leave the negotiation

Sometimes people can't reach an agreement. When this happens, it might be better to leave the negotiation rather than accept a bad deal. For example, you may need to be prepared to accept you won't get what you ask for.

Here are some of the times when you might need to negotiate pay.

When you’re first offered a job, you might need to negotiate your pay. It helps to know what you’re worth – research your minimum wage. If you already have a job, you can also tell your boss what you’re being paid there.

Have a salary, or pay, in mind, and stick to it as closely as you can. Sometimes, though, your boss can’t give you what you want. If pay is really important to you, you can always turn down the job and look for another one.

When you ask for a pay rise

If you’ve been in your job for a while (a year or more) and your pay hasn’t gone up, you have the right to ask for a pay rise.

Prepare for this discussion like any other negotiation. Know what you want to ask for, and why you think you deserve it. This could be because you’re:

- working lots of overtime
- doing work that's outside your job description
- successfully managing an important project
- legally entitled to a yearly pay rise.

Getting non-monetary opportunities

It’s easy to get caught up on money. But always remember there are non-monetary things that your boss can offer you, or that you can ask for. This might be time off for study or a holiday, training, or more interesting work. Before you meet with your boss, think about what non-monetary things you might ask for. And then use your negotiation skills to come up with a solution that might be a win-win for both you and your boss

4. NEGOTIATION STYLE. STRATEGIESM METHODS AND TACTICS

People have different *communication styles*. Individuals bring sets of experiences, skills, and tools that affect the way they interact with others, both at home and in the workplace. Individual communication styles also translate into how they negotiate.

From these patterns of communication, ***five distinct negotiation styles*** have emerged: ***competing, collaborating, compromising, accommodating***, and ***avoiding.***

1). Negotiation Style: Compete

A competitive negotiation style follows the model of *“I win, you lose.”Competitive negotiators* tend to do whatever it takes to reach their desired agreement – even when it comes at the expense of another person or entity. They are results-oriented and focused on achieving short-term goals quickly. Their desire for success motivates them, though the process of negotiation can blind them to potentially harmful impacts.

Competitive negotiators use all tools possible to boost their negotiation success, including:

- Their position within a company structure
- Their personality and humor
- Aggression
- Their economic prowess
- Their company’sstrength and size

- Their brand'svisibility andinfluence

A competitive negotiation style is beneficial when you need to reach a short-term agreement quickly. If the terms of an agreement are critical and must be complied with, a competitive negotiator will be your secret weapon. If the second negotiator is also competitive, having another competitive negotiator on your team will be able to counter-balance their aggression.

Competitive negotiators work best in a highly competitive industry or for once-off sales, such as selling a home or a car. However, for negotiations with another highly competitive body, it is best to blend negotiation styles to avoid gridlock between two competitive negotiators.

These types of negotiators may focus more on winning than reaching a mutually beneficial agreement with the other party. Business relationships might break, and a company's reputation may tarnish if a negotiation style is too competitive and crosses the line into bullying.

If you are a competitive negotiator, make sure to blend your style with a bit of accommodation or collaboration. Invite a partner to balance out your natural competitive streak. Business is as much about building strong relationships as it is about closing deals!

2). Negotiation Style: Collaborate

In contrast, *a collaborative negotiation style* follows the *"I win, you win"* model. *Collaborative negotiators* focus on making sure all parties have their needs met in an agreement. They value strengthening, establishing, and building relationships without compromising their company's best interests.

Collaborative negotiators often evolve into this negotiation style from another. As time goes on and a negotiator gains confidence in reaching agreements, they become more comfortable advocating for their needs. They also become skilled in finding a mutually beneficial balance between their needs and the other party's.

Individuals with *a collaborative negotiation style* are willing to invest time in finding innovative solutions and building business partnerships with other organizations. Other negotiation styles are often too impatient to invest this time, but collaborative negotiators are confident that they will benefit in the end.

A collaborative negotiation style is effective in most business negotiations. Collaborating with competitive negotiators is something to be wary of, however; since this negotiation style focuses on winning the most for their company, they might not be interested in developing a collaborative relationship. As a result, the more collaborative company can lose out – so be careful and always keep track of the agreement's value.

3).Negotiation Style: Compromise

Many students of negotiation styles confuse the collaborative style with the compromising one. Unlike the "win-win" collaborative style, the *compromising negotiation style*follows a "*I win/lose some, you win/lose some" model*. When reaching the terms of the agreement, compromisers often relinquish some terms in favor of gaining others.

For example, if two governments are trying to reach a trade agreement, *a compromiser*might give the other government greater access to their country's dairy market to gain protections for digital media trade. Simply put, *a compromising negotiation style* is a form of bargaining. Compromisers split the agreement's value between the two parties versus finding a solution so that everyone benefits from an agreement's full value. A competitive negotiator can easily take advantage of a compromising negotiator.

A compromising negotiation style is most useful in situations where the opposite party is trustworthy, and the agreement is under a tight deadline. However, compromising will cause your company to lose out on collaborative partnerships and innovative solutions.

4). Negotiation Style: Avoid

An avoiding negotiation style follows a*"I lose, you lose" model*. People who identify with *the avoiding negotiation style* highly dislike conflict and tend to talk in vague terms about the issue at hand rather than the issue itself. If an agreement is reached and an avoiding negotiator dislikes the outcome, they may try to take revenge on the opposite party before the party even knows that they were unhappy with the agreement.

Since avoiders dislike conflict and struggle with direct communication, they come off as passive-aggressive. This can cause rifts in interpersonal business relationships. *Avoidance* is a typical reaction when a negotiator is pitted against someone who is highly competitive. *Avoiding negotiation styles* work best in situations where the negotiation concerns a matter that is trivial to both parties. In conflict resolution, avoiding negotiators work best in situations where the investment of time to resolve the issue outweighs the outcome of the discussion.

5). Negotiation Style: Accommodate

An accommodating negotiating style follows the *"I lose, you win" model* – which does not seem to be in a negotiator's best interest. *Accommodating negotiators* are the direct opposite of competitive negotiators. They focus on preserving relationships and building a friendly rapport by sacrificing some of their company's interests in favor of the opposite party's interests.

Accommodators tend to try to win people over by giving in to their requests. They tend to share more information than they should. They are often well-liked by their colleagues because of their kindness – but kindness doesn't work in every negotiation situation. Accommodating negotiation styles work best in situations where your company has caused harm to another and needs to repair a significant relationship. These negotiators are skilled at peacemaking between different bodies.

However, don't send a pure accommodator alone to a negotiation with a competitive body. They can easily be taken advantage of. *An accommodating style* can easily turn into a collaborative style with proper training and teamwork.

Negotiation tactics include any range of skills that a negotiator will employ during the course of negotiation in order to secure an objective.

There are ***17 negotiation tactics.***

1). Foot-In-The-Door Technique

The foot-in-the-door technique is a tactic that uses a small, initial request to increase the chances of someone agreeing to a second, larger request. This technique can be used when your goal is to achieve similar outcomes. For example, if you want to buy a shirt that is $10, you might haggle with the vendor to get it down to $5. You could then follow up by asking if you can buy two shirts for $10. Not wanting to feel contradictory about giving you the initial discount, they're likely to allow the second one as well. In this scenario, you've successfully negotiated two shirts for the price of one.

2). Door-In-The-Face Tactic

This technique is the opposite of foot-in-the-door because the initial request you make is an unreasonable one that you expect to get turned down. After your first unreasonable request is denied, if you follow up with a smaller, more reasonable request, the person will feel compelled to agree. Door-in-the-face is an effective technique when you want to increase the likelihood of someone agreeing to a small request, like asking to borrow $20 after initially asking for $100.

3). "Take It or Leave It" Method

This method is a hard bargaining tactic that suggests an offer is nonnegotiable. One scenario where this method can work is when you have a good or service that someone else needs. If you're selling your car and a potential buyer counters your selling price, you may respond by saying that's the price and they can take it or leave it. If the buyer really needs the car, they will take it at your price, and if they can't meet that price, they'll be forced to walk away. Since this tactic is structured as an ultimatum, you should be prepared for either outcome.

4). Leverage the Competition

When it comes to negotiating, remember that competition is a great catalyst for better deals. If you're contemplating a purchase, do your due diligence and compare prices across competitors to find what's reasonable for your budget. Prices aren't always the only factor when it comes to a good deal though, and you may find that a preferred store or service charges more. Leverage your knowledge about competing vendors and ask whether they would be willing to match a competitor's price for the same product or service.

5). Do Your Research

Before walking into any type of negotiation, it's always helpful to do your research. If you're looking to negotiate a raise or salary, research the average market value of your position in your area. Go into your negotiation with that number and provide it as evidence for the salary you want. This same premise also applies to buying a house or car. Educate yourself on the going rates for similar homes and cars in your area and use it as a bargaining chip during your negotiations.

6). Find a Win-Win Situation

Another negotiation tactic is to come up with a win-win situation for both parties. Imagine you're on vacation, and you want to do an activity that fits in your budget. You may decide that you're interested in an activity that typically costs $100 for two hours. If you have a budget of $50 to spend, you might ask if you can pay $50 for half the normal amount of time spent doing the activity. This offer presents a scenario where you get what you want and stay in your budget, and the other party is still compensated at their normal rate.

7). Offer a Bogey

Use human nature to your advantage by offering a bogey in a negotiation. A bogey is an issue that you pretend is important to you, but really isn't. You end up conceding this issue so the other party feels like they should do the same for you. This tactic operates off the psychology of reciprocity. Reciprocity is a social norm that humans abide by and occurs when one person does something for another, so the other person feels compelled to return the favor.

8). Make It Personal

If you're negotiating outside of a business deal or career decision, it may be helpful to try an emotional appeal during a negotiation. For example, when making an offer on a house, a personal letter to the sellers may help swing a negotiation in your favor. Telling your story builds trust and a personal connection, and these can be very powerful tools of persuasion.

9). Know Your Worth

Whether you're a loyal customer or hard-working employee, it's imperative to know your worth in a negotiation. Employees bring value through their work performance, skills, experience, leadership, and education. Customers provide economic value as a consistent revenue stream and social value through their opinion and word of mouth. Depending on which role you're in, highlight the value that you offer and use it as evidence for better pay or better rates.

10). Prepare for Counters

When two parties try to come to a mutual agreement, it's natural for either side to push back if something doesn't work in their favor. Be ready for counteroffers by thinking through what the other side might say ahead of time. Forecast different scenarios and prepare a strategy tailored to each one. Here are a few potential scenarios that may play out when asking for a raise:

If they're willing to compromise:

- Take stock of your priorities and figure out if you can negotiate for them.
- Example: If they can give you a 2 percent raise instead of a 4 percent raise, ask about an additional performance bonus or for more vacation days.

Iftheysayno:

- Think about ways to steer the negotiation toward a compromise.
- Ask to revisit the discussion in the future considering your strong work performance.

11). Use a Positive Frame

Negotiations don't always have to be a "take it or leave it" situation. Try finding a positive way to frame your request or demand. If you offer freelance service sand someone is trying to negotiate your rates, stay firm in your price with a positive spin. Let the person know that your prices ensure that you can offer them the best quality product or service. Many people would find it difficult to argue with better quality.

12). Exercise Patience

Bargaining for better pay or better prices isn't easy. If you're met with resistance, you may feel like giving in so that you don't have to experience discomfort, anxiety, or fear anymore. If you do feel this, remember to exercise patience. You should be proud of the progress you've made negotiating so far and tell yourself that you will see it through. Negotiations take time, but if you can be patient and stand firm in your goals, you might end up better off than when you started.

13). Be Polite

Not all negotiations are the intense, cutthroat experiences that get dramatized in the media. Oftentimes, both parties are just doing the best they can to reach their respective goals. Go into a negotiation with the aim of being firm but friendly. Others will be more receptive to working with you toward your goals if you're polite and not pushy.

14). Practice What To Say

If you're nervous about what to say in a negotiation, try practicing beforehand. Ask someone you trust to read or listen to your prepared negotiation and give an outside perspective on what works and what can be improved. Then when you actually need to negotiate, you can be confident in your practice and know that you're prepared to negotiate to the best of your abilities.

15). Boost Your Confidence

Sometimes it's hard to feel confident when you're anticipating an uncomfortable or awkward discussion, but confidence can help you appear more credible and make people more receptive to you. To boost your confidence, try repeating a mantra to yourself, striking a power pose, or playing your favorite pump-up song to help relieve any jitters.

16). Ask Questions

In a negotiation, never underestimate the importance of asking questions. This helps you buy time to think but also gives you more information to inform your strategy. Try lines of questioning that get at why or how certain decisions were made. Another option is to simply ask for help. Some examples are listed below:

- "I'm trying to understand why my medical bill is so high. Would I be able to see an itemized receipt?"
- "I didn't receive enough financial aid to attend this school. Can you please help me write an appeal for more aid?"

17). Stall When Necessary

In certain situations, time can put unnecessary pressure on you. If you need to take a step back to contemplate your options or make the right decision, don't be afraid to ask for time to think. In the case of a job offer, you can politely request a deadline for a decision or let them know that you need a few days to think. Remember that you've already done well by attempting to negotiate, so don't throw away your hard work with a rushed decision.

Fig. 5.2.*Negotiation tactics*

Here are ***some tips*** you can use in your next negotiation:

1). Use numbers instead of ranges

When negotiating with another party about money, you can use exact numbers instead of ranges. This has a couple of advantages. First, by not giving a range, you won't tell the other party the minimum amount of money you're willing to get from the negotiation. Another benefit of this strategy is that concrete numbers, like $4,560 instead of $4,000, can help show the other party that you've researched pricing.

2). Ask open-ended questions

You can ask open-ended questions during negotiations to learn information about the other party's situation that you can use as leverage.

For example, if you're representing an apartment leasing company in a negotiation with a vendor for painting services, you can ask questions like, *"What services are you willing to offer for this price?"* instead of *"Are painting and wall repair services included?"*The former question can prompt the vendor to expand on the services it's willing to include in the contract. The latter question can prompt the vendor to add wall repair services at an additional cost.

3). Perform research

Another strategy that can lead to successful negotiation is thorough research. For example, when you approach a negotiation empowered with information about market rates for services, you can use this information to negotiate a better deal.

4). Listen during negotiation discussions

During negotiations, you can use your listening skills to understand the other party's motivations and needs. Listening more than you speak during negotiations can also prompt the other party to give you more information about their situation.

5).Aim for a win-win scenario

The best negotiations serve the interests of all involved. By focusing on what the other party needs and wants from the negotiation, you can enable an agreement that benefits everyone.

6). Consider your timing

Timing can make a difference in negotiations. In many industries, the best time to buy services is at the end of the month or quarter, when quotas are due for salespeople and vendors.

You can also consider timing during a negotiation. The time you make a request or concede during a negotiation can be just as critical as the request or concession itself. For example, waiting until you have a stronger position in a negotiation can give you more bargaining power when making requests.

5. MAIN ELEMENTS (COMPONENTS) OF A NEGOTIATION

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute. Negotiation is a process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them.

There are *some specific conditions* where negotiation will achieve the best results;

- When the conflict consists of two or more parties or groups.
- A major conflict of interest exists between both parties.
- All parties feel that the negotiation will lead to a better outcome.
- All parties want to work together, instead of having a dysfunctional conflict situation.

Stages of Negotiation

In order to achieve a desirable outcome, it may be useful to follow a structured approach to negotiation. For example, in a work situation a meeting may need to be arranged in which all parties involved can come together.

The process of negotiation includes *the following stages*:

1. Preparation
2. Discussion
3. Clarification of goals
4. Negotiate towards a Win-Win outcome
5. Agreement
6. Implementation of a course of action

1. Preparation

Before any negotiation takes place, a decision needs to be taken as to when and where a meeting will take place to discuss the problem and who will attend. Setting a limited time-scale can also be helpful to prevent the disagreement continuing.

This stage involves ensuring all the pertinent facts of the situation are known in order to clarify your own position. In the work example above, this would include knowing the ‘rules’ of your organization, to whom help is given, when help is not felt appropriate and the grounds for such refusals. Your organization may well have policies to which you can refer in preparation for the negotiation.Undertaking preparation before discussing the disagreement will help to avoid further conflict and unnecessarily wasting time during the meeting.

2. Discussion

During this stage, individuals or members of each side put forward the case as they see it, i.e. their understanding of the situation. *Key skills* during this stage include *questioning, listening*and *clarifying*. Sometimes it is helpful to take notes during the discussion stage to record all points put forward in case there is need for further clarification. It is extremely important to listen, as when disagreement takes place it is easy to make the mistake of saying too much and listening too little. Each side should have an equal opportunity to present their case.

3. Clarifying Goals

From the discussion, the goals, interests and viewpoints of both sides of the disagreement need to be clarified. It is helpful to list these factors in order of priority. Through this clarification it is often possible to identify or establish some common ground. Clarification is an essential part of the negotiation process, without it misunderstandings are likely to occur which may cause problems and barriers to reaching a beneficial outcome.

4. Negotiate Towards a Win-Win Outcome

This stage focuses on what is termed a 'win-win' outcome where both sides feel they have gained something positive through the process of negotiation and both sides feel their point of view has been taken into consideration.

A win-win outcome is usually the best result. Although this may not always be possible, through negotiation, it should be the ultimate goal.

Suggestions of alternative strategies and compromises need to be considered at this point. Compromises are often positive alternatives which can often achieve greater benefit for all concerned compared to holding to the original positions.

5. Agreement

Agreement can be achieved once understanding of both sides' viewpoints and interests have been considered. It is essential to for everybody involved to keep an open mind in order to achieve an acceptable solution. Any agreement needs to be made perfectly clear so that both sides know what has been decided.

6. Implementing a Course of Action

From the agreement, a course of action has to be implemented to carry through the decision.

Failure to Agree

If the process of negotiation breaks down and agreement cannot be reached, then re-scheduling a further meeting is called for. This avoids all parties becoming embroiled in heated discussion or argument, which not only wastes time but can also damage future relationships.

At the subsequent meeting, the stages of negotiation should be repeated. Any new ideas or interests should be taken into account and the situation looked at afresh. At this stage it may also be helpful to look at other alternative solutions and/or bring in another person to mediate.

There are ***7 elements of every negotiation.*** These elements constitute the component parts of a negotiation. Understanding the elements and their relationships to one another form the basis of a successful negotiation effort.

1). Interests– The needs, concerns, ambitions, and fears, which create the impetus for negotiating. Interests are sub-surface to positions, which are often expressed in the form of demands. Understanding both parties' interests creates an environment for negotiating in which value can be created through the invention of options based on what matters most to each side.

2). Options– Ideas or proposals with the potential to lead to agreement. The options created while negotiating should meet both parties' interests. If the options generated fail to meet both sides' interests (at least to some degree), it is unlikely the dispute will be settled. Options can be brainstormed and evaluated by a single side or both sides jointly. However, it is advisable to generate options first and then evaluate their merits.

3). Alternatives– The likely course of action a negotiator will take to satisfy his or her interests outside of the parameters of the negotiation. In the Principled Negotiation vernacular, a negotiating party's Best Alternative to a Negotiated Agreement (BATNA) is the path the party will take if the negotiation fails to meet their interests. A party's BATNA is their source of power in a negotiation as it provides the party an option for resolution that it not associated with the negotiation. BATNAs also create a means of measuring options which are generated in a negotiation – a party should generally not accept any option that is not as good as their BATNA. As both parties have alternatives to negotiated agreements, each party should consider the other's likely BATNA when preparing to negotiate.

4). Communication– The exchange of information between parties via speech, writing, or another method. Though the efficiency of exchanging information between parties is critical, the communication processes is vital in negotiation because it gives each party the chance to be heard, which often leads them to be more open to hearing the viewpoints of the other side. A major problem with communication, especially in tense settings, is the proclivity for one person to assume the meaning and intentions of the other. It is import to be cognizant of what is being assumed versus said when exchanging information between parties.

5). Relationship– The nature of the relationship between the parties in the negotiation. Considerations on this level involve the value of the tasks (the object of the negotiation) versus the value of the relationship between parties. If the value of accomplishing the task is high and the value of the relationship is low, then your choice of negotiation strategy opens to a value-claiming focus. On the other hand if the value of the relationship is high and the value of the task is low, then your choice of negotiation strategy should be focused on creating value and improving the relationship.

6). Legitimacy– The objective standard or standards used to jointly determine if the options, proposals, and/or agreements are fair. The objective criteria will ideally be based on common business practices, industry standards, precedents, or the like. Using fair standards for settling a dispute or making a deal ensures both sides will believe they were treated fairly and provides the negotiator's constituency reasoning for accepting the terms of the agreement.

7). Commitment– The promises and details which comprise the negotiated agreement. Commitments should be realistic, specific, and quantifiable. A realistic agreement is one in which both sides can reasonably deliver on their terms. Realistic terms will ensure both side have the opportunity to fulfill their obligations. The terms of the agreement should also contain specific language regarding the who, what, when, where, and how of the terms. To the extent possible, the terms should be quantifiable so that it is clear that both sides have met their obligations. For example, if an agreement arising from mediation states that the plaintiff should pay the defendant $30,000.00 by cashier's check within 30 days, the fulfillment of the agreement can be measured by the amount, type, and date of payment.

Understanding the elements or components of negotiation is essential in three key areas: preparing to negotiate, understanding what aspects are going well and what aspects are going poorly during the negotiation, and providing categories for reviewing a completed negotiation or setting standards for organizational negotiation behavior.

6. NEGOTIATION PREPARATION &POST-NEGOTIATION ASSESSMENT

1). Choose your negotiating style

Will you lose the battle to win the war? Will you compromise and meet in the middle? Might you compete to the bitter end? Make sure to choose a style that best fits the circumstances.

2). Identify goals

Do you want to maximize the short-term value or work to establish a longer-term collaboration that grows in value over time? Is your goal to steal market share at the expense of profit? Make sure to know what you want going in, instead of settling for what you end up with.

3). Prepare a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

4). List pre-meeting questions

Once you understand someone's motivation, you are in control. In negotiations, information is power. If you hope to get creative and stack the cards in your favor, it pays to know everything you can about the other side's decision-makers, underlying interests, and walk-away position.

5). Compile options / Deal design

Negotiations are an opportunity to get creative. Work with your team and put together a comprehensive list of options to consider in designing your deal. If you're not comfortable with numbers, make sure someone on your team is. Make sure to leverage your SWOT's "Opportunities."

6). Form a trading plan

Armed with information from your pre-meeting questions, you are ready to start prioritizing your interests. What can you trade? What can you get in return? Start with your most important interests or goals first.

7). Set the agenda

If you don't set the negotiation agendaand take control early, the other side likely will. Email your agenda before the meeting, and print a copy to use during the talks.

8). Build a team

Avoid entering talks alone. Anyone who has ever been ganged up on knows the dangers of feeling isolated. The same goes for preparing to negotiate. So, it's important to co-opt a colleague or two. Ensure that your *negotiation team* is clear on your strategy and respective roles. Without clearly defining these aspects, you run the risk of contradicting each other at the negotiating table and losing the upper hand.

A post-negotiation assessment

No matter the outcome of the negotiations you're involved in – positive or negative – a vital practice you need to develop is to conduct *a post-negotiation assessment.*

The *major activities* in the *post-negotiation phase* are *implementation of the agreement* and *monitoring its operation*. This includes *grievance measures* (*розгляд скарг*), required in case of misinterpretation or violation of the terms of the contract. Since it is a continuing relationship between labour and management, both parties also need to resume the task of maintaining cordial relations once the negotiations are complete.

Upon ratification and approval of the collective bargaining agreement/contract, the next step is its *implementation*. For a contract to be successful, labour and management must translate the contract from language to practice. In the day-to-day stress of the work environment, strict adherence to the provisions may not always be easy.

Administration of the collective bargaining agreement is the process where the parties put the new provisions of a collective agreement into effect. Simply speaking, it refers to the day-to-day compliance with the terms set out in the agreement.

Implementation of the settled contractual terms is of vital importance.Both parties must understand the responsibility and problems involved in the administration of the contract to ensure harmonious labour relations.

1*). Compliance with the terms agreed*

Both parties should comply with the collective bargaining agreement. This means implementing the agreed changes quickly, and ally and in accordance with agreed implementation dates.

2. Communication of information

There is a need for extensive and effective communication in this regard. It should be the duties of both the parties to educate the line managers and the rank and file of workers on the meaning and interpretation of each cause of the agreement. House magazines, bulletins, meetings and conferences can be useful tools for interpreting the agreement. Proper care needs to be exercised, however, to ensure that no conflict arises while giving interpretations and making commentaries on agreement clauses by the parties concerned.

3. Joint consultation

Consultation mechanisms involving workers and managers allow the discussion of developments affecting application of a collective bargaining agreement. Groups in the form of works councils or other types of joint committee can bring compliance concerns to the attention of an employer and be handled appropriately.

4. Training for consistent application of terms of the agreement

Often people who were involved in negotiating the agreement are not the same people assigned with implementing the agreement. Training must be provided to middle managers and supervisors on applying their collective contract, and also to staff on what the contract means. Such training can remove ambiguity on what the agreement requires and ensure all management staff are applying the agreement consistently.

5. Periodic audit

Periodically auditing the extent to which payroll and working arrangements are complying with the terms agreed, and correcting any errors can ease the application of the agreement. For example, making sure employees are being paid correctly. This audit process can be very important where a company has plants or operations away from the head office, particularly in rural and regional areas.

6. Mechanism for managing grievances

The key priority in administration of the collective bargaining agreement is to ensure that the agreement contributes to productive, stable, and sustainable commercial operations (the purpose for participating in bargaining in the first place).

Fig. 5.3.*Postnegotiation stage*

7. CROSS-CULTURAL NEGOTITIONS

In *cross-cultural negotiations*one must consider the impact of cultural difference. This impact will often be tied to communication issues, increasing the possibilities of misunderstanding. Things that are said left unsaid, or unclearly said can all create an extra layer of difficulty on top of the substantive issues to be discussed.

In *cross-cultural negotiations*, we also often bring a certain amount of baggage to the table based on our personal and group history, with all of the stereotypes and assumptions that may go along with that history. What makes it particularly challenging is that *cultural difference* is a two-way street, potentially making both sides of the table feel awkward. In a potentially adversarial negotiation, that awkwardness could easily become distrust and fear.

One of the challenges in dealing with cultural difference is *the nature of culture itself*. While the concept of culture applies to a body of people, and their history, we negotiate with individuals, not a "culture". In a sense, we are all the product of a variety of micro-cultures; based on our family, gender, race, religion, age, education, geographic history, peer groups, occupation, etc. Generalizing based on one's culture is not only challenging but dangerous.

To maximize the chances of success in the cross-cultural setting, one should consider *a number of factors*, including:

1. Etiquette/Protocol Issues

Simple issues we take for granted can make a difference in cross-cultural settings. How do you greet someone; with what level of formality? First name jocularity may work wonderfully in Los Angeles, but fall flat in Beijing where formality is more the norm (at least in the absence of longstanding relations). How should you dress to meet a senior government official in the heat of a Trinidadian summer? Are there gender issues to consider that may impact on how to behave?

Are gifts appropriate? Required? Have we considered the impact of some of the issues set out below, such as personal space norms? Are certain topics acceptable, and if so when can they be raised comfortably?

There may even be protocols that we will never be aware of. For example, in Saudi Arabia, showing the sole of your shoe to your host would be considered a breach of etiquette, but they would rarely point it out to you. In Belgium, failing to properly introduce everyone might ruffle feathers.

Lack of understanding of etiquette can lead to tension, discomfort, and mistrust. In Saudi Arabia, it would be quite normal for a visitor to be greeted by their male host with a very soft handshake and a kiss, then taken by the hand and walked hand in hand around a party being introduced to everyone. Such an activity would make many North American males a tad uncomfortable, but understanding the nature of the cultural norms can make the experience far less daunting.

Try to inform yourself and understand the protocol and etiquette norms in advance, but keep your senses open for any signs that you have stepped into inappropriate territory.

2. Body Language Issues

While in Western (North American and European) cultures, eye contact is often seen as a good thing (a sign of confidence, honesty, etc.), even in those cultures, it can be misinterpreted. In other cultures, such as some aboriginal cultures and Japanese culture, eye contact can be seen as rude or inappropriate or uncomfortable.

One must be careful in reading too much or too little into body language signals, as they can be so easy to misinterpret and so dependent on personal history.

As individuals, we are the product of many micro-cultures, all of which play a role in our interactions with others. A Japanese businessperson, for example, is the product of his family upbringing, his education, his gender, his religion, his work experience, his geographic history, his age, etc.

Other issues of body language commonly worth considering are the aspects of “personal space” and physical contact. Typically, to be comfortable, members of Western cultures desire a couple of feet of personal space. In some Asian cultures, more space may be desired. In Middle Eastern culture and some others, there may be much more physical contact as a norm, particularly between males. Contact between different genders however may be more limited in the Middle East than in Western norms. All of these norms however, are subject to significant variation dependent on the individuals in question and their exact relationship with one another. What works for good friends for example, may not work with strangers.

With all aspects of body language, try to keep your radar open for signs that discomfort is being created.

3. Language Issues

Language differences will require interpretative services on one or all sides. It is worth exploring the degree of language issues early on to prepare accordingly, before substantive discussions begin. Will there be a similar standard for verbal and written communications?

Recognize that, when translation is required, you will need to at least double the time required to accomplish a goal.

In using translation, you will want to ensure that you are getting accurate and timely translation, so set clear ground-rules for your interpreters. Are they to summarize or to repeat word for word? Nothing is more disturbing than to hear a three minute speech translated with one short sentence.

Technical language is much harder to understand and translate and acronyms can be easily misunderstood. An acronym may simply sound like an unknown word. Avoid acronyms where possible. Speaking slowly and enunciating can help.

In negotiations with people from another language group some people may simply start talking in their own language. One should be careful of such actions as you never know what language proficiency is on the other side of the table.

4. Relationship Issues

In Western culture, there may be varying degrees of comfort with personal relationships in a negotiation. Some people are inherently relationship builders by nature and want to get to know the other party before getting down to business. Others are more rational and may see personal relationships as external to or even dangerous in a business deal.

Other cultures can approach relationships in different ways. South Americans, for example, are more likely to want to get to know you as a person before getting down to business. The same would be true of many Asian cultures.

Americans often see contracts as the answer to all questions in a business relationship, whereas Europeans, particularly from the south, may be more likely to see a contract merely as the starting point of the larger relationship.

In the Caribbean, personal 'respect' is a crucial value. The way you deal with people will be remembered for a long time, and reputation can be very important to doing business effectively

5. Timing Issues

Different cultures deal with time in very different ways. In Western cultures, punctuality is generally seen as a positive, though in the extreme it can actually be seen as nitpicky behavior. In Japan and China, a failure to appear on time may be a serious breach of etiquette. In the Caribbean, the Arctic, South America or the Middle East, however, time is often seen as more fluid. Many a conflict at a hotel desk in the Bahamas has arisen because "I am getting to it" in Nassau does not mean the same as it does in New York City.

In Toronto, cutting to the chase may be quite acceptable, whereas in Tokyo, more time may need to be set aside for negotiations, to lay the groundwork for the relationships. Time might also be used as a weapon. In a Chinese negotiation, for example, the substantive discussions were delayed and delayed until two hours before the known departure time of a Canadian negotiator, putting added pressure on that negotiator to make concessions before leaving.

Whereas many North Americans see a "one issue at a time" approach as a rational one, a Saudi negotiating team may jump all over the map on the issues. Is it a strategy or a cultural trait? We often infer negative intention from actions that have a negative impact on us, but we need to be careful about such knee jerk reactions. By clarifying the process in advance, we are less likely to be surprised in a negative way.

It is worth exploring timing issues explicitly with all parties so everyone understands what is meant by a timetable.

6. Trust and Information Issues

North American culture generally values a rational, analytical, straight-forward approach to information, but at the same time, many North Americans typically keep their cards close to their chests. The approach to information often varies with the parties' personalities and their relationship at the time, as well as other factors. The greater the level of trust, the more likely that fuller disclosure will occur.

Other cultures may approach information and trust in different ways. Some cultures are more risk averse than others, though typically, our training suggests that most cultures world-wide have a broad component of risk-averse individuals and a small subset of risk-takers.

7. Legal Issues

The parties will need to determine what law is to apply to any contract, both procedurally and substantively. Be aware that legislation in one or more countries may trump what is written in the contract if there is a conflict. As a result, it is imperative to have someone who knows the legal framework in the relevant jurisdictions.

A written contract is the norm in most cultures, but the power of the handshake and verbal agreement varies from place to place and person to person. Ensure you are on the same page about the level of commitment and have the appropriate protections in place to ensure compliance.

8. Authority Issues

Depending on the culture (and other issues), true authority for decision-making may rest in various hands. In North America, it would be normal for a representative to attend with authority to make decisions, but there may be practical or strategic reasons for them to attend with limited or no authority to commit their principal. The boss may be out of country, or unwilling to make a final decision, for example.

In Japan, decisions may be made by consensus or by a senior representative of the company. Again, this may well depend on the people and companies involved. In Saudi Arabia, simply trying to determine who has the real authority may be a challenge.

There can be confusion and distrust when authority is spread in a horizontal manner on one side of the table but hierarchically on the other.

9. Political/Procedural Issues

When dealing with a foreign culture, you need to educate yourself and be aware of the political and practical realities of getting what you want in the applicable environment. Gift giving (and receiving), for example, may be the norm in China, but may run afoul of Government of Canada or company regulations on conflict of interest. This is a political issue.

10. Gender Issues

In Saudi Arabia, for example, most Western companies will use male personnel in negotiations, out of concern that female negotiators will not be heard and respected in the same way by the Saudi Negotiators. Companies do this despite (at least in some cases) having their own internal codes of conduct which rule against gender discrimination. Important values and traditions on either side of the negotiation come head to head with stressful results on both sides.

Many aspects of gender relations crop up under some of the other categories set out above, such as etiquette and relationship building. It is worth spending time to consider the impact of gender dynamics on either side of the table, before plowing ahead into unknown territory.

11. Expectation Issues

It may help to clarify the expectations of the parties early on. What one side sees as the logical goal of a negotiation (getting a contract) may not be the goal of the other side (getting to know you/making contacts for future business). It never hurts to have a shared understanding of the goals. Clarify the shared purpose of the negotiation early on.

So *a few* simple *guidelines* will generally be helpful.

1. Seek to understand the culture in question, and encourage the other side do the same. Merely trying to learn and comply with cultural norms may generate significant respect and trust. Seek advice from those familiar with the culture and be careful about assumptions. Try to find a comfort level on both sides. Merely seeking to come to common cultural footing at the outset may create the relationship on which to build the deal. Recognize, however, that you cannot learn another culture overnight and remember the old adage about “a little knowledge”.

2. Know the specific negotiators in question. It is ultimately the person, and not the 'culture' to whom you are speaking. It is their individual beliefs and values that matter.

3. Plan your approach to minimize any negative impacts of cultural difference and to maximize the chances of success. Simply understanding that the cause of a problem is mere cultural difference can help. Recognizing that there is no active adversarial intent to hurt either side can go a long way towards preventing the negative reactions and escalation that often happen in such settings.

7. REVIEW QUESTIONS

1. What is negotiation? Give some definitions.
2. What is the purpose of a negotiation?
3. What are the main types of negotiations?
4. Characterize a principled negotiation.
5. Describe a team negotiation.
6. What is a multiparty negotiation?
7. Tell about an adversarial negotiation.
8. Compare distributive and integrative negotiations.
9. What important skills should one have for a successful negotiation?
10. Name the basic principles of negotiations. What do you know about negotiation tactics?
11. What is the negotiation process?
12. Give some examples of workplace negotiations.
13. What are the basic negotiation styles? Briefly characterize 5 negotiation styles (competing, collaborating, compromising, accommodating, avoiding).
14. What are the main elements (components) of a negotiation?
15. Tell about the basic stages of a negotiation.
16. What does apost-negotiation assessment mean?
17. Tell some facts and peculiarities of cross-cultural negotiations.

8. SUGGESTED READINGS

1. Roger Fisher and Daniel Shapiro, *Beyond Reason: Using Emotions as You Negotiate*, (New York: Penguin Books, 2006)
2. CMA Learning Group. "Introducing the 7 Elements of Negotiation," Last Accessed July 26 , 2012, http://goo.gl/yAaGzX
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4. Jeff Thompson, "7 Elements of Negotiation," Last Accessed July 27, 2012, http://goo.gl/9a7aAd
5. What Are the 5 Negotiation Styles? URL: https://www.shapironegotiations.com/what-are-the-5-negotiation-styles/
6. 17 Negotiation Tactics and Tips To Help You Score the Best Deals. URL: https://mint.intuit.com/blog/early-career/negotiation-tactics/

7. 4 Types Of Negotiation In Business (Definition And Tips). URL: https://www.indeed.com/career-advice/career-development/types-of-negotiation
8. Cross Cultural Negotiations. URL: https://sfhgroup.com/cross-cultural-negotiations/

LECTURE 6. BASIC RULES FOR TELEPHONE CONVERSATION

Structure
1. Telephone Etiquette? Its importance, benefits, elements and tips
2. Different types of Etiquette. Rules of Phone Etiquette
3. Phrases of talking on the phone
4. Review questions
5. Suggested readings

1. TELEPHONE ETIQUETTE, ITS IMPORTANCE, BENEFITS, ELEMENTS AND TIPS

The telephone is one of the most important and commonly used tools in business. Multitudes of businesses, companies, and departments use telephones in their work every day; however, most of us don't think of the telephone as a tool, and as a result, accidentally misuse it. The telephone is a link between us and the world outside our business or department. Unfortunately, sometimes we don't pay attention or make a conscious effort to monitor what kind of message we are sending to our callers and the outside world.

Communication through a telephone plays a significant role in any Business organization. The modernization and digitalization of businesses have to lead to various *channels of communication*, such as *automated answering machines, texting, emails*, etc. However, some people still prefer *telephone communication*. It always gives a personal touch, more clarity, and a positive impression when Telephone communication takes place.

Telephone media and equipment

Almost everybody has *a phone* today (mobile, mostly). This device is widespread among the population and, as we stated above, is one of the most important communication tools in the field of business. At the present time, more and more companies are using telephone systems to provide their business services.

The various devices used in telephony are usually grouped into *three types*:

• Fixed individual devices.
• Private branch exchanges (PBX).
• Mobile devices.

Fixed telephony devices

These devices are known as fixed telephones. They are non-portable devices that connect to other phones or to a telephone exchange through a network of conductive metals (copper networks, although today these are being replaced by optical fiber networks).

These are the *common features* of fixed telephony:

- It allows the user to receive information on the cost of a call during and/or at the end of it.
- It diverts incoming calls to any phone number that has been previously chosen
- It keeps a call on hold to attend another incoming call and retrieves it again.

- It notifies an incoming call to the subscriber while talking, so that the subscriber may reject, accept or ignore that call.

- It displays the incoming call on the screen and allows the recipient to accept or reject it.

- It identifies the incoming call numbers.

- Three people can talk simultaneously

- In case of failure to answer a call, or when the user is busy, the call is finished.

- It enables a user to connect two incoming calls.

- It allows a communication with more than one recipient at a time.

- It makes a call to the last dialed number, even several times

A private branch exchange or PBX is the equipment that connects calls between two destinations or ends.

They are located in places or locations that hold all the equipment that plays the role of connecting two different geographical points. Telecommunication companies manage the equipment and provide services to both business and individuals. Basically, PBXs are small telephone exchanges that are installed in the offices of a company; their basic functions are call transfer among extensions, caller ID, conference calls, call waiting and voice mail, among others, according to the needs of the company. While they may be analogue or digital, digital PBXs today have virtually replaced the analogue devices. Furthermore, the development of services through the Internet has changed the classical concept of PBX, which has been replaced by IP PBXs.

A call center is a tool aimed at communicating with customers who use the phone as a primary device.*Call centres*manage both incoming calls (inbound) and outgoing calls (outbound). Today, most call centres are managed with IP PBXs because the cost is much lower than with traditional PBXs, and also offer a greater variety of services.

Contact centres are an evolution of call centres aimed at managing a large volume of phone calls, both incoming and outgoing calls.They can also manage the relationship with customers through other media such as fax, chat or messaging systems, both SMS and multimedia.

Mobile phones have undoubtedly meant one of the great revolutions of the twentieth century, as it has provided communications and mobility as no device ever did before. It has been so successful that in some countries like Spain, recent studies indicate that the number of mobile phone devices far exceeds the number of inhabitants.

A mobile phone is a portable device (wireless) that allows access to the mobile phone network in geographic areas where the service provider has coverage.

Apart from making and receiving phone calls, there are many and varied functions that can be performed today through a mobile device: making payments and balancing inquiries from bank accounts, connecting to the Internet, sending and receiving emails, recording videos, taking quality pictures and running many other applications, depending on the phone we have.

The first mobile phone is the Motorola DynaTAC 8000X. It went on sale in 1983 at a price of $ 3,995. It had a weight of 0.79 kg and its battery took ten hours to charge. For its development, Motorola invested one hundred million dollars and its research lasted almost fifteen years.

The *mobile terminals* are now grouped into two types of devices: PDAs and Smartphones:

• *PDA*. It is virtually a small computer. The acronym goes for Personal Digital Assistant. They allow us to browse the Internet and check our email at anytime and anywhere.

• *Smartphone.* Imagine a mobile phone with further functions such as pictures and videos, radio, MP3 player or television: this is a Smartphone. The fundamental reason why these devices have arisen is to try to make it easier for business management over the phone.

The first so-called Smartphone was developed by the company IBM in 1992 and was called SIMON. Its features were very limited (send and receive calls, calendar, address book, and send and receive faxes), especially compared to current devices.

The *main services* that a Smartphone may provide are:

• Internet, whatever our situation (work, home, etc.).
• E-mail.
• File transmission, mostly images.
• Videoconference.
• Digital camera (for video recording and photography).
• Audio and video quality player.
• Electronic personal agenda.
• GPS (geographical location maps of great accuracy).
• Own operating system.

What is Telephone Etiquette?

Telephone etiquette implies the manners of using Telephone communication including the way you represent your Business and yourself, greeting the receiver, the tone of voice, the choice of words, listening skills, the closure to the call, etc.

Importance of Telephone Etiquette

Telephone etiquette is essential when you communicate on the Telephone. The customer analyses you and your Business according to your communication. Following point shows how important it is to have Telephone etiquette while talking on the Telephone:

Professionalism

Communicating with Telephone manners always shows your professionalism. It makes the customers believe that their work is in good and safe hands. Most likely they would repeat the deal.

Impression

The impression that you create on Telephone communication has a lasting effect. The Telephone etiquette you follow makes the receiver feel respected.

Loyalty and Trust

Telephone etiquette builds the trust of your potential customers. It makes them loyal to you and purchases the products and services from you frequently.

Customer Satisfaction

When the customers get satisfied with the Telephone conversation, they are sure that their needs and requirements will be satisfied in-person also. It gives them a consistent and well-rounded experience.

Knowing how to speak on the phone in English is important for multiple reasons. The most important reason is tosound professional and polite on a phone call.The second most important reason is to understand other people when you speak to them on the phone.

The Benefits of Telephone Etiquette

One of the most essential *skills* for a customer-facing professional is *having excellent telephone etiquette.* If a potential customer experiences a rude or unhelpful phone call, you will more than likely have lost that customer, no matter how hard you try to win them back.

The most important benefits of good telephone etiquette include the following:

- Creating a positive and lasting first impression.
- Helping to develop respect and trust in your company.
- Providing clear and concise communication assists with customer satisfaction.
- *Collecting customer data*helps you to anticipate future customer trends.

When a customer calls your company, it is essential that you give that customer a positive experience.

Telephone Etiquette Elements

Every caller has their way of talking on the phone. However, there are some set of rules and Telephone etiquette guidelines that should be followed whenever you have Telephone communication. These are briefly discussed as follows:

Friendly Greetings

The way you greet your caller must be warm and pleasant. The call should get a feel that you are alert and attentive to his call. The cheerful and positive greeting will get back the same enthusiasm. Start with a proper salutation, thank you for calling, a brief introduction of yourself and the Business and then enquire about the reason for calling.

Body Language

Gestures, facial expressions, body language also have an impact while you communicate on the Telephone. While you talk on the phone, a cheerful voice and a bright tone give the feeling to the receiver that you are relaxed and at ease. Thus, body language has its communication even when you talk on the phone. Professional body language gives a good impression.

The Tone of Voice

The attitude on the phone gives customers opinions about your Business. Also, the attitude is conveyed through the tone you adopt to talk. The tone of your voice should be confident as well as respectful towards the caller. A pleasant pitch of voice gives a sweet note to the ears.

Tact

Sometimes it becomes inadvertent to inform unpleasant, upsetting and sensitive information on the phone. At such times, it becomes imperative to handle the situation tactfully. The choice of words should be soft yet stern and should not at all offend the caller.

Active Listening

An important point that office phone etiquette considers is active listening. You should provide undivided attention to your caller with the least possible disturbances. It gives the impression that you care about the customer and his needs.

Appropriate Closing

While bidding goodbye, always thank your customer and ensure that all that he wants to convey is completed. This ensures the customer that your Business is a customer-driven one. Also, try that the customer hangs up the call. This ensures there are no accidental hang-ups.

Fig. 6.1.*Telephone etiquette tips*

Business Phone Etiquette Tips

- Try answering the calls in the first two or three rings. This gives the feeling of being valued.

- The call should start with giving identification of yourself and your business to avoid any confusion.

- A positive tone of voice always has a better response back and helps to build a good rapport.

- A friendly and cheerful body language is always preferred.

- Always have minimum possible interruptions and distractions when you are on a phone call.

- Active listening and taking notes in parallel is beneficial for giving periodic affirmation of understanding the customer.

- Any customer always prefers a polite and sympathetic honest message.

- Before placing the call on hold for any reason, seek permission from the caller.

- Ensure all the requirements and queries of the caller are solved before you appropriately close the call.

Golden Rules for talking on the Phone

Some *golden rules* for people when they are in a call are:

- *Answering the Call*

How one manages the calls they receive will determine the impression of the brand they represent. The first words the person speaks will give the caller an idea of how one is. Nobody likes to handle a call with a lazy customer service representative of a company. While attending a Business or work-related call, professionalism must be the priority in mind throughout the call. Knowing the Business and its guidelines is a crucial aspect of determining any issues the caller might be experiencing.

- *Listen is the Key*

One should always let the caller speak and determine their problem in detail before cutting them or offering a solution. No one likes to be unheard and the person who called should feel that his opinions and problems really matter to the person who is on the call with them.

- *Putting Someone on Hold*

No one likes to be put on hold. Especially during a Business call when the client or customer has some questions regarding the service, putting it on hold can be a task that is necessary. The person should know before they'll be put on hold and should not be left on hold for a very long time. This will annoy the customer and they might not wish to call again or buy again from one's organization.

- *Every Call is Important*

One should never answer according to their mood and always stay calm while talking to clients or customers. No problem is a small problem when it comes to customers and it should always be kept in mind. Making every client feel important will build trust and loyalty within them and is very important for the general belief in the organization.

2. DIFFERENT TYPES OF ETIQUETTE. RULES OF PHONE ETIQUETTE

Etiquettes are rules that one should always follow. The different ***types of etiquettes***are:

Social Etiquette

Social etiquette is a set of rules that one should follow in society.

Eating Etiquette

Eating Etiquette is the set of rules one should follow while eating in a public place. One should not make sounds while eating.

Business Etiquette

Business Etiquette is the set of rules that one should follow while they are in any Business. One should never cheat on their customers.

Wedding Etiquette

Wedding Etiquette is the set of rules one should follow while attending someone's wedding.

Meeting Etiquette

Meeting Etiquette is the collection of rules that one needs to follow, when they are attending any kind of meeting, presentation, etc. One should always listen to what the other people have to say and not interrupt any speaker.

Bathroom Etiquette

Bathroom etiquette is the set of rules that an individual is required to follow while using public toilets. The restroom should be left neat and clean for the next person to come.

Corporate Etiquette

Corporate Etiquette is the manner an individual should behave while they are at work. Everyone must maintain the decency of the organization and avoid loitering around or peeping into others' cubicles.

Rules of Phone Etiquette

1. Answer within the first few rings

Nobody likes to be kept waiting, and that includes people making a call. A customer service professional *with excellent telephone etiquette*should aim to answer within the first three rings. Answering the call too early may startle the client; any later may seem like customer support is not your priority.

Even if you are busy on another call, answering the phone and even putting someone on hold for a short time is better than leaving the phone unanswered. Leaving a call unanswered may result in losing a potential customer.

2. Introduce the company and yourself first

Potential customers want to know who they are dealing with. Always answer the phone with the company name and then introduce yourself. You can add "…how may I help you?" as an indication of your willingness to help.

As an example: "Hi, you have reached (company name). This is John speaking. How may I help you?"

3. Always speak calmly and clearly

By speaking in a calm and clear voice, you will sound in control and confident, which will, in turn, inspire trust. This will help to reduce confusion and will help customers understand what you say. You do not want to mumble or have to repeat yourself. Always talk with a smile on your face as this will come across in the conversation.

4. *Listen carefully and do not interrupt*

Always make sure you listen to the reason for the customer's call. Even if it is a lengthy complaint, listening and not interrupting will show them that you value their call. In addition, actively listening and hearing everything a customer has to say will help you to give a proper response. This will prove to your customer that you're present and sympathetic to their problem.

5. Take notes

Taking notes as you listen will make recording the necessary follow-up information easier. Make sure you take down the callers' name and contact details first. Making notes will help you clarify what exactly the customer is requesting and help to speed up your response time. Additionally, adding notes in yourCRM (Customer Relationship Management platform)will help you and the rest of the team keep organized records of all phone interactions.

6. Use the correct tone and language

As customers are not in a position to read your facial expressions or body language on a phone call, using an appropriate tone and the correct language is very important. This is where the branding of your company also comes into play. If your company has a fun and friendly image, then that is the tone your caller will expect from you. Similarly, if your company has a more corporate or professional reputation, you should not sound too casual.

Unless you know your customer well, avoid cracking jokes. Professional telephone etiquette does require the use of more formal language. Never use slang words or swear to maintain a professional image.

7. Make sure to ask before putting a customer on hold

If for some reason you have to put a customer on hold, first ask their permission. This is an often-overlooked courtesy, which can be frustrating for the caller. Try to limit the time you put the caller on hold, and get back to them as soon as possible. When you come back on the line, remember to always thank your caller for their patience.

8. Remain calm and cheerful

For first-rate telephone etiquette, you need to remain calm and cheerful even when dealing with the most difficult customer. Remember the person on the other end of the line is calling for a reason. If they are calling for customer support, they may have questions, concerns, or frustrations that need to be addressed. By remaining calm and cheerful you can diffuse the situation and even end up brightening your customer's day.

9. Keep your customer informed

Keeping your customer informed of what you are doing to resolve the issue is vital for efficient telephone etiquette. Give people a time frame during which they can expect their problem to be fixed or at least attended to. If you do not have an answer, be transparent and tell them the truth. Let them know that you will refer the problem to someone who can help.

10. Do not eat or drink while on a call

While working in customer service and answering calls, you should never eat, drink or chew gum while on a call. Not only is it very rude, but the sounds can be magnified on the phone.

Try not to cough, sneeze or clear your throat while on a call. If necessary, always remove the handset or mouthpiece away, and cover it with your hand. Alternatively, you can put yourself on mute for a few seconds.

A Quick Summary of Telephone Etiquette:

- Do answer the phone quickly and greet the caller politely.
- Smile when you answer. Even though the person on the other end cannot see you, they will detect the smile in your voice.

- Listen without interrupting.
- Remain calm and speak clearly.
- Do take notes and summarise your customer's request to double-check the facts.
- Do not interrupt your caller. Let them explain the reason for their call.
- Do not be distracted. Always give the caller your full attention.
- Do not lose your cool, no matter how angry or rude the customer is.
- If you have to put someone on hold, try not to do it for too long. A customer can easily think they have been forgotten and hang up, which can have a negative impact on the quality of your service and company's reputation.
- Never forget to return calls that you have committed to making.

3. PHRASES OF TALKING ON THE PHONE

There are plenty of set phrases that you can learn to speak English over the phone. The context of the phone call will determine the type of language you use. For example, the phrases you use with your friends will be very different from the phrases you use with your boss or in a professional setting. Fortunately, there are English phrases for every type of conversation.

How to answer the phone in English

The first step when making a phone call or answering a phone call is to use an appropriate *greeting in English.*

"Hello. Mary speaking. How can I help you?"

"Good morning/good afternoon/good evening. This is Michelle. How can I help you?"

"Hello. You've reached English-Everyday. How may I help you?"

How to introduceyourself on the phone

Introducing yourself over the phone is different from introducing yourself in person. In person, we would say 'hello, I am Jessica,' however, we use different introductory phrases over the phone. We don't need to introduce ourselves; we need to identify ourselves. So 'I am' changes to 'it is…' or 'this is…'

"Hello. This is Sarah."

"Hi. It'sMark."

If it's *avery formal introduction*then you could say:

"Hello. My name isPaul."

Or if you're phoning someone for another person say:

"Hello. I'm phoning on behalf of Mrs. Miller. This isSally."

How to ask for someone's name

If the person phoning you doesn't give you a name right away then you can*ask for their name by saying***:**

"Hi, this is Jim. May I ask who's calling?"

"Hello. *May I know who this is?"*

"Hello. This is Mike. Could you please tell me who this is?"

"Hello. Could you please tell me who is calling?"

"Hi, this is Harry. Could you please tell me who's speaking?"

It's important to use polite modal verbs when asking questions like this on the phone. Asking someone 'who is this?' or 'who is calling?' can come across as rude or impatient.

How to tell someone why you are calling

If we are making the phone call then we need to tell the person on the other side of the line why we are calling.

"Could I please speak toSteve?"

"I'm calling for John Is he available?"

"I would like to speak with David. Is he in?"

"Could I please speak with whoeverdeals with the accounts?"

"May I speak to Johnathan?"

"I'm calling to find out about…"

How to put someone on hold

There are times when we need to ask the person on the phone to wait while we forward them through to someone else or look for information.

"Please hold"

"Would you mind holding for a minute while I check?"

"I'll forward you through. Please hold on."

"Please wait while I put you through."

"One moment please"

How to transfer someone

If you need to put someone through to someone else on the phone in Englishthen you can say:

"I'll put you through."

"One moment. Please stay on the line."

"Let me see if he's available and, if he is, I'll put you through."

"Thank you for holding. He's available. I'll forward you on."

"Please hold the line while I transfer you."

"OK. Let me connect you."

How to answer the phone after putting someone on hold

And once we have finished our task and want toreturn to the person on the phonewe can say:

"Thank you for holding."

"Thank you for your patience."

"Thank you for waiting."

How to tell someone the person is not available

In some cases, the person the caller wants to speak to won't be available.Perhaps they're in a meeting, out of the office or otherwise engaged.

"I'm afraid he's not in at the moment. May I take a message?"

"Unfortunately he's on another call again. Shall I get him to call you back?"

"I'm sorry. He isn't available at the moment.He shouldn't be long.Would you like to hold or call back later?"

"Sorry, he's otherwise engaged right now. Would you like to leave a message?"

How to leave a message for someone

You can choose whether you would like to leave a message or call back later.

"Could you please tell him Ryan called? My number is…"

"No thanks. I'll call back later."

"Thanks for your help. I'll send him an email."

"It's his mom. Could you ask him to ring me when he gets the chance?"

"Just tell him that Matthew is free all day tomorrow for a meeting.Please get him to call me to confirm a time."

How to ask someone to repeat themselves

The connection when we speak to someone on the phone can get interrupted. When this happens, don't be afraid to ask the other person to repeat themselves, just do it politely.

"Sorry, you're breaking up a bit. Could you please say that again?"

"I'm sorry, I didn't catch that. Please say it again."

"Could you spell that for me please?"

"Could you repeat that please?"

"Could you speak a little louder please?"

"The line is very bad. Could I call you back?"

Official conversation in English on the phone

An official phone conversation can be daunting - even for native English speakers. The best advice you should listen to is to practice phrases for official conversations in English on the phone. The more you practice the phrases, the easier the phone call will be for you to make.

Keep your language formal at all times. Use formal greetings like 'hello' and 'good morning/good afternoon/good evening,' use modal verbsto form polite questions like'could I please speak to…?' 'May I speak to…?' 'Would you be able to help me?' and always say 'please,' and 'thank you.' It's also important to end the call well. If someone has helped you then say'thank you so much for your help. Have a great day.'

Office phone conversation in English

If you're working in an office thenyour phone conversations must be professional. *Phone conversations*at the office should be as formal as official phone conversations. We can use the same phrases as we would during an official phone conversation in English. The phone call usually begins with the receptionist answering the call with 'hello' and the company name.

We also usually say things like'Please hold,' 'Would you mind waiting a moment?' 'One moment please,' and 'Please hold while I transfer you through,'when we want to forward the call onto someone else. We're more likely to take a message for someone at the office than we are in other situations. Additional phrases like 'may I take a message?''Would you like me to get her to call you?' 'Would you like to hold or call back later?' and 'shall I tell her you called?'forma part of office phone conversations.

Formal phone conversation in English

The language that we use during a formal phone conversation in English is different from the language that we use when speaking face-to-face. **Phone conversations in English are quite formal**- especially when we're speaking to someone on a professional basis or when we phone a company for assistance.

Rules for formal phone conversations in English:

- Always introduce yourself formally;
- Always say please and thank you whenever you make a request;
- Always use modal verbs and indirect questions (May I...could I...Would you mind....Could I please…)

And remember, when you're speaking to someone on the phone,don't be afraid to ask them to repeat themselves, but don't say 'what?' Instead, say something like 'I didn't hear that. Sorry. Would you mind repeating it?' If you feel overwhelmed, tell the other person that you're not very good at English and say 'sorry, my English is not very good. Would you mind slowing down a bit?'

4. REVIEW QUESTIONS

1. What is negotiation? Give some definitions.
2. What is the purpose of a negotiation?
3. What are the main types of negotiations?
4. Characterize a principled negotiation.
5. Describe a team negotiation.
6. What is a multiparty negotiation?
7. Tell about an adversarial negotiation.
8. Compare distributive and integrative negotiations.
9. What important skills should one have for a successful negotiation?
10. Name the basic principles of negotiations. What do you know about negotiation tactics?
11. What is the negotiation process?
12. Give some examples of workplace negotiations.
13. What are the basic negotiation styles? Briefly characterize 5 negotiation styles (competing, collaborating, compromising, accommodating, avoiding).
14. What are the main elements (components) of a negotiation?
15. Tell about the basic stages of a negotiation.
16. What does apost-negotiation assessment mean?
17. Tell some facts and peculiarities of cross-cultural negotiations.

5. SUGGESTED READINGS

1. The 10 Essential Rules of Phone Etiquette. URL: https://customersfirstacademy.com/10-must-know-rules-of-telephone-etiquette-for-customer-service/
2. Phone Conversation in English – Detailed Explanation. URL: https://www.krisamerikos.com/blog/phone-coversation-in-english

3. The Importance of Telephone Communication in Business. URL: https://network-telecom.com/importance-of-telephone-communication-in-business/
4. 40 Common Phrases for Effortless Business Telephone Calls in English. URL: https://www.fluentu.com/blog/business-english/business-english-telephone-phrases/
5. Business phone calls: 12 Golden Rules for Having Successful Business Phone Calls. URL: https://www.nfon.com/en/cloud-insider/cloud-insider-detail/business-phone-calls-12-golden-rules-for-having-successful-business-phone-calls
6. David Gordon Smith, English for Telephoning. URL: https://www.ircambridge.com/books/English_for_Telephoning.pdf

LECTURE 7. JOB INTERVIEW. RESUME. COVER LETTER

Structure

1. What is a job interview? Its definitions, meaning, features and purposes
2. Types of interview formats
3. Interview preparation and its stages
4. General tips on answering questions. Resume. Cover letter
5. Interview skills. Common interview mistakes
6. Review questions
7. Suggested readings

1. WHAT IS A JOB INTERVIEW? ITS DEFINITIONS, PURPOSES, MEANING, AND FEATURES

1) The interview is an opportunity for you to demonstrate your research skills to an employer. It is important to find out as much as you can about the organization, agency, institution, etc., with which you are interviewing.

2). The interview is at the most fundamental level, *a meeting between strangers.* It is worth bearing this in mind at all times when you are preparing for an interview. You have a very limited amount of time to make a good impression, so preparation is key.

*3). An interview*should be*a two-way process*. *Interview* can be broadly defined as *a face-to-face verbal interchange in which there are two persons, that is the researcher or the interviewer and the other is the respondent or the interviewee*. The interviewer tries to elicit the needed information on the research topic from the respondent. It appears to be like *a conversation* but this conversation is more *with a specific purpose.* In conversation the roles of the persons go on changing. One starts the conversation and the other responds then the other may take lead and the first one may be a listener so there may be alterations in roles. In interview on the other hand there is no changing of the roles of the interviewer and the interviewee. Conversation is unplanned whereas interview is clearly thought out and clearly planned.

4). *A job interview* is an interview consisting of a conversation between a job applicant and a representative of an employer which is conducted to assess whether the applicant should be hired. *Interviews* are one of the most popularly used devices for employee selection.

A job interview typically precedes the *hiring decision*. The interview is usually preceded by the evaluation of submitted *résumés* from interested candidates, possibly by examining job applications or reading many resumes. Next, after this screening, a small number of candidates for interviews is selected.*The job interview* is considered one of the most useful tools for evaluating potential employees. *An interview* also allows the candidate to assess the corporate culture and demands of the job.

5). *A job interview* is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the role.

What is the purpose of an interview?

The interviewer will certainly be looking to find out whether you have the potential to do the job effectively and make a useful contribution to the department and the organization. At its simplest level, this means they will be asking:

- Can you do the job? (Skills, attributes, knowledge, experience, understanding)
- Will you do the job? (Enthusiasm, commitment, loyalty)
- Will you fit in? (Personality, attitude, approach, good fit with company ethos, values and the existing team)

You should be asking yourself similar questions. Is the job at the right level for you? Is it too challenging or not challenging enough? No one expects you to be able to do the job expertly from day one, by the way, but you need to be confident that with a proper induction and some training, you will be able to make a valuable contribution.

You need to ask yourself if you are excited and pleased at the prospect of working for this organization, in this job. You must also ask yourself if you identify with the mission statement of the organization, its values and the way it goes about its business. Finally, what’s in it for you? Would this be a good next step in your career?

In asking yourself such questions while preparing for an interview and in the interview itself, you will effectively change the power balance, and the interview will no longer feel so one sided. You need to feel it is right for you, just as much as they need to feel you are right for them.

Interviewing is an important step in the employee selection process. If done effectively, the interview enables the employer to determine if an applicant's skills, experience and personality meet the job's requirements.

The importance of job interviews

Job interviews enable a company to learn more about an applicant, while the candidate has the opportunity to become familiar with the demands of a given position. *The importance* of the interview process allows both parties *to exchange information, ask interview questions and evaluate the potential for establishing a professional working relationship.*

Learn the Corporate Dynamic

A thorough understanding of the job opening and the ability to articulate what you bring to the position is a major asset. Also, the manner in which the employer approaches the interview will offer insight into the day-to-day realities of the work place. If the interview is light, conversational and includes a good back-and-forth discussion, that’s an indication that the workplace is relaxed. If the interview feels formal or impersonal, it’s likely to be a reflection of a more conservative culture.

Sell Your Abilities

The interview gives the employer its first impression of you and provides you with a crucial opportunity to “sell” yourself. The manner in which you present yourself often determines if you are offered the job. You want to establish yourself as a highly competent individual who is well suited for the position – as well as a competitive salary. The interview also sets the stage for your long-term relationship with the company, establishing your potential for advancement.

Gauge Career Potential

If you have a long-term career plan, the interview is your opportunity to assess if the employer provides the potential for professional development. When discussing long-range goals, the employer can also get a better idea of your objectives, and you can gauge if there's room for significant growth. Ask about mentoring opportunities, the company's policy toward promoting from within, and inquire about upper-level positions to which you might one day ascend.

Determine Earning Power

Many employers don't discuss salary and benefits until the interview stage. After establishing your qualifications, interview guidelines for employers generally lead them to salary discussion. This is an opportunity to discuss compensation, pay increase schedules, retirement plans and perks. You can also inquire if profit-sharing and bonus programs are in place, and discuss your ultimate earning potential.

Meet Potential Colleagues

Some interview formats, especially panel interviews, afford the opportunity to meet potential colleagues. This is especially true in second and third-round meetings when interviewers attempt to assess how well you will fit in with the existing team. Talking to these staffers can help you determine if your personalities will mesh. Ask employees what they enjoy most about their jobs as well as what they see as the most challenging aspects. Take note of how they interact with each other.

Fit for the Job

During your job interview, you should ask a question related to the workplace environment. For example, if you are a collaborative extrovert who works best on research teams, you may be criticized by introverted colleagues at your new job who work independently and don't like sharing their methods or findings.

When you report for your interview, take note of whether employees seem happy or bored and disengaged. A leading cause of poor performance in the workplace is a mismatch between the employee's skill set and the job requirements. If you accept a marketing job thinking you will be working with people but find yourself working in a cubicle analyzing quantitative data that you barely understand, you may regret taking the job.

Carefully analyze all the information you gather from these observations and the responses to your questions.

The interviewer will also be analyzing your responses to her questions and reading your body language to determine how passionate you are about the position, and how well-suited you are as a candidate.

Professional Growth Opportunities

Employers often ask about applicants' career goals to assess whether they are motivated and ambitious or more comfortable with the status quo. Many employers have a career ladder and offer management-training programs for ambitious, results-oriented workers who aspire to career advancement. If your interviewer does not discuss career advancement, you should ask about the possibilities. On the other hand, if this is a job you don't see as long-term, focus more on professional development opportunities to keep your skills fresh, up-to-date and marketable.

Salary and Benefits

Inquiring about salary can feel awkward but starting salary along with earning potential and benefits may be significant considerations when weighing a job offer. Frequently, the job posting states something generic, such as pay commensurate with experience. Typically, discussions about salary and benefits come up later in the interview or when you get the job offer.

Ask about the average starting salary and whether the company offers automatic step increases for years of service or merit pay bonuses for outstanding performance. You should inquire about benefits because an attractive benefits package could tip the scale if you are on the fence about accepting a salary offer.

Approaches to interviewing

Interviews encompass unique characteristics that distinguish them from other types of communication. In what follows, we examine *five characteristics of interviews*: *1) goal-driven, 2) question–answer, 3) structured, 4) controlled, 5) unbalanced*.

Goal-Driven Interviews are generally more goal-driven than other types of communication, especially those taking place between two people. All communication achieves something beyond the simple exchange of symbols, but these achievements and creations are not always purposeful and intended. Interviews have a clear purpose, a goal to be achieved. Information may be desired, a problem may need to be resolved, persuasion may be desired, someone may need assistance with a personal problem, or an employer may be seeking the best person for a job opening and a potential employee may be looking for a good employer.

Question–Answer. Another characteristic of interviews is the question–answer nature of the transaction. The majority of an interview consists of one person (sometimes more than one) asking questions and another person answering those questions. Everyday communication includes occasional questions and answersespecially if people are getting to know one another but not to the extent of an interview. Furthermore, in most everyday communication, it is not usually the case that one person is in charge of asking the questions while the other person is in charge of answering them.

Structured Interviews also tend to be more structured than other types of communication. Whereas a casual interaction between two people may happen spontaneously and have no clear focus, interviews involve planning and preparation and also tend to have a clear sequence. Certain actions are expected during an interview in order to reach the clearly defined goal discussed previously.

Controlled Interviews are generally controlled by an interviewer, who is responsible for moving the interview toward its intended goal. The amount of control exerted during an interview depends on this goal, which is achieved in part by the questions asked and the communication environment established.

Unbalanced. The time spent talking by an interviewee and an interviewer is usually unbalanced. Typically, an interviewer will speak for 30% of the time, and an interviewee will speak for 70% of the time. Of course, the type of interview will dictate exactly how much time each party spends talking, but more often than not, an interviewee will talk more and an interviewer will talk less.

Ending the Interview

When it appears that the interviewer is about to end the interview, you should make sure you have covered certain points before you leave the room. Make sure you understand the process that will occur before a candidate is selected for the job (another interview, meetings with other individuals in the organization, etc.). Ask the interviewer when you can expect to hear about a decision or ask when you should make an inquiry as a follow-up.

Enthusiastically express your interest in the position (unless you are sure that you are not interested) and thank the interviewer for interviewing you. Ask for a business card or ensure that you have the interviewer's name, title, and address so that you can send a thank you letter. Make sure your letter is sent within 48 hours of the interview. In addition to being a standard business courtesy, a thank you letter may tip the scales in your favor if you are in close contention for the job.

Interview Evaluation

If you do not receive a job offer and you felt that the fit was very good, consider contacting the interviewer for feedback on your performance. Did the interviewer hire someone better qualified for the position? If so, what additional qualifications might you need to be hired for a similar position? Did you adequately present your qualifications? If not, stay motivated but learn from any feedback and make necessary changes for your next interview.

2. TYPES OF INTERVIEW FORMATS

Interviews may be structured in different ways. At some point, though, whatever has gone before, you will in most cases find yourself being formally interviewed face-to-face by one, two, or in some cases, several interviewers at the same time.

1). Employment Interviews

When people think of interviews, an employment interview is probably what comes immediately to mind. ***Employment interviews***are those in which a potential employer interviews a potential employee. Both parties have a great deal riding on the success of an interview. The potential employee is not only seeking employment but also determining whether the job is one that would be accepted if offered. The potential employer is searching not only for a qualified applicant but also for someone who would actually benefit the organization. Potential employers also want to convince potential employees that the position is one they should accept if offered.

- Group interviews– You will be interviewed at the same time as a number of other candidates. Each candidate will be asked a question in turn and you may be encouraged to enter into discussion with the other candidates. Selected candidates may then go on to an individual interview.

- A series of interviews with different people– each person will hopefully ask questions with a different focus, though you may find you have to repeat yourself. If you are asked similar questions, be sure to answer just as completely each time.

- ***Informal 'chats' with different people followed by a formal interview***– you could be taken on a tour and will be given the opportunity to ask lots of questions. Treat these informal chats as seriously as the formal interview! You can be pretty sure that everyone you speak to will be asked for their opinion about your suitability.

- ***Formal face-to-face interviews***– could be one to one in smaller organizations, but frequently more than one interviewer. Questions will be focused on the evidence you have provided in your application/CV and letter that you meet the requirements of the job.

- ***Panel interview***- you may be interviewed by several people and the Chairperson will co-ordinate the questions. Often each member of the panel will have their own set of questions agreed beforehand and will ask the same set of questions to each candidate. Be sure that when you answer a question from one panel member, you direct the answer to everyone, not just that one person. The panel interview is common in the public sector.

- ***Assessment centres***– one or two days or more, typically including information sessions, tasks, exercises and social events. Be careful that you do not behave too casually or talk carelessly during any social events, coffee breaks or lunch/dinner. You need to maintain a professional attitude throughout.

- ***Telephone interviews***– these are being used increasingly by employers as a way of screening candidates to see if it is worthwhile asking them for a face to face interview or to attend an assessment center. Telephone interviews are quite challenging because all the visual cues are absent, so it is probably worth looking at them in detail. There is more information about telephone interviews in the Research and Preparation section.

- ***Video conferencing* –** In this type of interview the recruiters use video technology to conduct interviews at a distance. Use the same strategies you would if you were meeting in person; clothing, body language, and dialogue are important. Depending on the sophistication of the technology, you may experience short transmission delays.

Make eye contact with the camera, which, to the employer, appears as direct "eye contact." Remember to check the monitor periodically to observe the interviewer's body language. If speaking on camera makes you nervous, try to practice in front of a video camera or mirror before your interview.

- ***Second interview*** – When interviewing you for a long-term position, a prospective employer may invite you and other finalists to visit the organization. The visit can take from one hour to an entire day. One purpose is to allow you to meet other staff. The second is to give more people an opportunity to interview you in greater depth to determine whether a good match is developing.

Do not assume that a second interview will lead to a job offer; ensure you actively listen, ask relevant questions, and collect specific information about the company so you can elaborate on how your strengths match the organization's requirements. Use the opportunity to observe the work environment (physical space, relations between employees, work pace) to determine if the setting matches what you are seeking.

2). Performance Interviews

Also known as *performance reviews*, ***performance interviews***are those in which an individual's activities and work are discussed. These interviews are most often conducted between employees and supervisors, but you may also experience them in educational and other settings. For instance, students frequently discuss their progress toward a degree with an advisor or perhaps even a committee of professors. In both situations, a person's strengths and weaknesses are discussed with the ultimate goal being to improve his or her performance. Naturally such interviews can be stressful, but they can also provide people with valuable information that can be used to strengthen their performance and to help them achieve personal and professional goals. These interviews are also an opportunity for the goals and culture of an organization to be reinforced.

3). Exit Interviews

Exit interviewsare those that occur when a person chooses to leave a place of employment. The conventional wisdom is that someone who is leaving may be more likely to provide honest answers about organizational cultures, policies, supervisors, compensation, and other aspects of the workplace. If used correctly, these interviews can provide employers with valuable insight that can be incorporated to improve employee satisfaction and thus the productivity and success of an organization. These interviews are also increasingly common in education and among multiple types of groups, such as volunteer organizations.

4). Information-Gaining Interviews

You may have previously experienced an information-gaining interview and not even realized it as such. ***Information-gaining interviews***are those in which a person solicits information from another person. You have likely responded to surveys, which is one form of information-gaining interview. A doctor asking you about your symptoms during an office visit would be another example of this form of interview. You may conduct information-gaining interviews when preparing speeches and papers for school or work. These sorts of interviews are also frequently seen on webcasts and included in newspapers, magazines, and blogs.

5). Persuasive Interviews

Persuasive interviewsare those that have influence as the ultimate goal. The interviewer may appear to be gaining information but is actually attempting to influence the thoughts or actions of the interviewee. This form of interview may sound a bit manipulative and perhaps underhanded, but it is quite common. When salespeople ask your opinion about a product or service, they often do so in a way that attempts to sway you toward what they want you to purchase. At other times, what appears to be a survey is in reality an attempt to persuade. Political workers have frequently been accused of dirty tricks under the guise of conducting straightforward surveys. They attempt to plant a seed of doubt or concern in the mind of the interviewee. For instance, imagine being asked, "If the incumbent were convicted of running a cockfighting ring, would this influence your vote in the upcoming election?" Depending on your opinion of roosters or animal cruelty in general, it would or would not affect your vote, but such questions often influence voter perceptions of candidates and result in rumors being circulated.

6). Problem-Solving Interviews

When experiencing difficulties or facing an unknown challenge, people may engage in ***problem-solving interviews***, those in which a problem is isolated and solutions are generated. These types of interviews may be conducted by someone with greater experience or insight than the person being interviewed. Students, for example, may be questioned by their professors in order to determine why they may be experiencing difficulties in a class. Sometimes problem-solving interviews are conducted by someone with general knowledge of a situation but whose fresh approach can be beneficial. For instance, a colleague may be asked to engage in a problem-solving interview when difficulties are encountered with a project at work. Someone not involved with a situation will often provide alternative approaches to solving a problem.

7). Helping Interviews

Unlike problem-solving interviews, ***helping interviews***are always conducted by someone with expertise in a given area and whose services are engaged by someone in need of advice. The most obvious example of a helping interview would be a psychologist asking questions of a client. However, other helping interviews include those conducted by credit card counselors with people facing a heavy debt load or attorneys advising clients on legal matters.

Fig. 7. 1. *Different types of interviews*

3. INTERVIEW PREPARATION AND ITS STAGES

The importance of *preparation* cannot be overstated. As well as boosting your confidence, it will help you to show the best you. Interviewers frequently test a candidate's preparation to see how enthusiastic they are about the role and the company.

The first thing to do is *visit the company's website and social channels*. Make sure you read the home page, about us and services/products sections and note down the key points you learn about the company including its history, vision and mission.

Then *move on to a web search of the company* to find out if it's been in the news lately. This will ensure you come across as informed and up-to-date with topical issues. It’s also a good idea to know who its competitors are and what differentiates them from other business in their field.

Learn your CV off by heart so that you can talk naturally and fluently about your employment history and key achievements. Spend some time mapping out how your skills and experience match the job description. You want to make it easy for the interviewer to see how you’re a great fit for the role. It’s also wise to research your current and previous employers online so you can answer questions confidently.

Ask someone you trust to help you practice common interview questions and competency based interview questions. Practicing out loud will stop you from ‘rambling’ on the day and help you to communicate your thoughts clearly and succinctly. We cover interview questions later in the guide.

Try to think of questions that will make you stand out from other interviewees. Interviewers tend to be impressed by candidates with an enthusiastic attitude and those who have gone the extra mile to prepare for the interview.

Use your questions to demonstrate your preparation and insight. For example, if you’ve looked at some of their employees’ LinkedIn profiles and seen that people tend to get promoted every two to three years, then ask about that.

Read the annual report and latest press releases. Look for things where you can make a link to the role and department you are hoping to join. For example, “I read that you’ve just launched x. What will that mean for the growth of this role?” Be creative and imaginative, and remember to avoid questions about pay and benefits in the first interview. These topics can be discussed once you’ve been offered the job.

1). First Impressions

Your success or failure in an interview can depend on your appearance and the interviewer's first impression of you. Research indicates that, on average, an interviewer decides to hire in just 5½ minutes. If the first impression is not positive, it will be difficult to change the interviewer's mind during the rest of the interview.

Be punctual. Arrive 10 minutes early to allow yourself time to collect your thoughts. Take the opportunity to observe the work environment. Keep your eyes and ears open.

Look professional – neat, clean, and well groomed. Select proper clothing for the type of organization interviewing you. If in doubt, be conservative. It is also advisable to keep fashion accessories to a minimum, to avoid wearing strong scents, and to turn off devices such as cell phones and electronic organizers.

Greet each person with respect and professionalism. When you shake hands, make eye contact and smile. Handshakes should be firm but not aggressive; try to match the grip of the interviewer. It is good etiquette to wait to sit down until the interviewer invites you to do so.

2). Know the Company/Organization

You must be familiar with the position and the organization so that you can demonstrate your interest in and fit for the job. Refer to the research notes you made as you reviewed print and online materials, spoke with people about the position, and prepared your resume and cover letter.

A commonly asked interview question is: "What do you know about our company?" If you are unable to answer this question effectively, employers will see this as a sign of lack of planning or interest.

3). Research the Employer

Thoroughly research the organization to impress those with whom you meet and discuss your alignment with the company.

Suggested information to research:

- Key people in the organization
- Size of organization
- Location of facilities
- Structure of organization
- Types of clients
- Product line or service
- Potential markets
- Stock and assets information
- Competition
- Training provisions
- Recent news items

4). Answering interview questions

The next phase of the interview consists of the interviewer asking you questions to try to determine your fit. Having knowledge of potential questions helps you to prepare points to include in your answers. Think about why a question is being asked "What does the employer really want to know?"

Stages of the job interview

1). Introductory stage (The introduction is where both the candidate and the company will be making their first impression. So how does one make a great first impression? The good news is that it's not complicated: greet the candidate with a smile, shake their hand, and always remember to be courteous. It's a simple strategy, but it's often all you need to do. When it comes to making a great first impression, present the company in a positive light. If your company is known to be a tough place to work, be honest, but not discouraging. Be as transparent as possible during the interview process).

2).Small Talk (After introductions are finished, it is a good idea *conduct a bit of small talk with the candidate.*

Small talk is important because it's one of the best methods to foster a healthy working relationship and build rapport. When it comes to picking topics for this stage of the interview process, try to find something that the candidate is interested in. This can be as easy as taking a quick look at their LinkedIn or Facebook profiles and seeing what their interests are. It's amazing how much of a difference it can make by taking just a few minutes to connect with a candidate on a personal level.

Do not attempt to talk about anything serious, like religion or politics, as the interview will likely turn into an awkward mess as a result. Not to mention the legal ramifications that comes along with discussing these topics. *Keep the discussion* *positive:* remember you're just trying to gauge if the candidate will be a pleasant person to work with and help them to see themselves working at your company).

3). Information Gathering (After small talk comes *a bit of information gathering*, or, in other words, asking the candidate to give you their elevator pitch. This is an important step because it shows cases just *how prepared or unprepared the candidate is* and tests their ability to think on their feet.

While the candidate is giving you their elevator pitch, it's important to pay close attention: is their speech organized? Is it concise? Does the candidate sound confident about their abilities and qualifications? What's their body language like when they're speaking?

These are all important items to keep track of, as they will often provide you with all you need to know about what kind of employee this candidate will be).

4). Question/Answer (An interview is essentially *a two-way exchange of ideas*, and the candidate will be interviewing your company just as much as you will be interviewing them. Come up with *some standardized questions* that all of the interviewers ask the candidate.

This helps in two ways: first, it makes sure there is at least some common ground between the different interviewers when it comes time to evaluate the candidate. And second, you will know how truthful (or well-rehearsed) the candidate is in their responses by seeing how much their answers change between interviewers.

In addition to *having questions prepared beforehand*, it is useful to *think about how you might answer a tough question* from a candidate, as fumbling with your words during an interview will make your company look incompetent and dishonest. During this stage, if the candidate does have any tough questions about the company, it's always a safe bet to be honest and to present the company in a positive light while still being truthful. Just like when you ask a candidate what their biggest weakness is and they spin it into a positive, you can also do this with questions about your company.

5). Wrapping Up (*Closing out an interview* is just as important as the other stages. Just as having a great first impression is important, leaving the candidate feeling good about the company and its culture is key*to hiring the top talent* in your industry.

At the very least, *always end the interview with a handshake and thank the candidates for their time.*

It is also a good idea to give them a quick tour of the office if you didn't do that when they first came in. Be sure to walk the candidate out. Not only does this ensure they don't get their nose into anything they aren't supposed to, it can be very frustrating and embarrassing as a candidate to have to mindlessly wander the office trying to remember where the exit is. Last but not least, send a follow up email. Whether you are interested in the candidate or not it is important to be courteous and thankful that somebody took time out of their day to interview at your company.

6). Follow-Up (When the applicant leaves the physical interview, the *follow-up phase* begins. The applicant begins this phase by *writing notes about the interview* that took place. These notes include specific information about the job or the needs of the interviewer. When the applicant arrives back home, she pulls out these notes and writes *thank-you letters* to each person she met at the interview.*The thank you note* should be sent within 24 hours of interviewing. She should include a sentence that applies to the specific conversation she had with the interviewer. By referring to her notes, she can remember what they discussed.

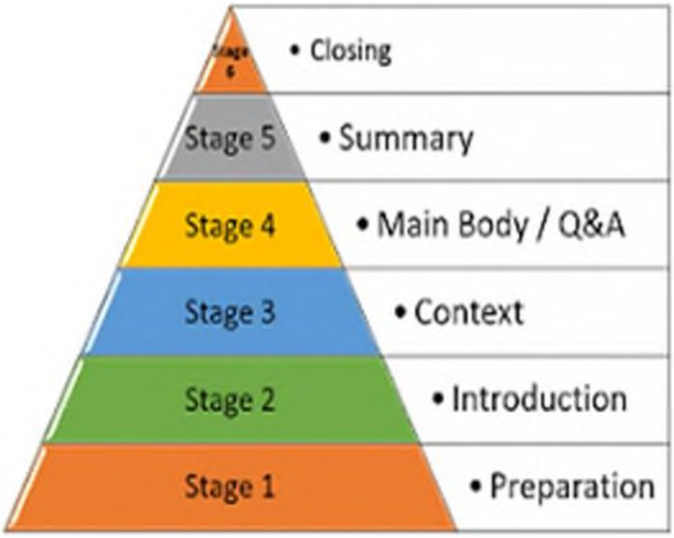

Fig. 7.2.*Interview preparation stages*

4. GENERAL TIPS ON ANSWERING QUESTIONS. RESUME. COVER LETTER

We've all heard it said that first impressions count and it's especially true of job interviews. One third of bosses say they know within 90 seconds whether they will hire someone, so starting strong is necessary.

From the all-important handshake to making small talk and maintaining eye contact, there are so many things to be aware of in the first five minutes of an interview. Given these first few moments can have such a decisive impact on how well the rest of the interview goes, here's how to start strong – together with some cautionary tales of what not to do from real interviewers.

1. *REMEMBER THE INTERVIEW STARTS AS SOON AS YOU LEAVE THE HOUSE*

The interview starts long before you shake hands and sit down around the table. You never know whom you might bump into as you get off your bus or train, or enter the company's building – for all you know, your interviewer could be in the same coffee bar queue as you. So make sure you project a friendly, confident, professional air from the moment you set off.

Doubtless, you'll have made sure you arrive early. Give yourself time to have a comfort break and make sure you're hydrated. Make conversation with the receptionist, switch off your phone and take in your surroundings – you might notice something that will make a useful small-talk topic later. Don't try to cram in any last-minute facts – you want to come across as calm and organized, not flustered and under-prepared.

2. TREAT EVERYONE YOU MEET AS YOUR INTERVIEWER

Make sure that you're polite and friendly to everyone you come across in the interview process. From greeting the receptionist, to the people you share a lift with, to walking through an open-plan office to reach your meeting room – these are all touch points with your potential future employer. Co-workers will often share their impressions of visitors afterwards, so you want everyone who comes into contact with you to see you in as positive a light as possible.

3. CREATE A STRONG FIRST IMPRESSION

First impressions count, and non-verbal cues matter even more than verbal ones. So in those first few minutes, it's all about smiling confidently, shaking hands firmly, making eye contact and generally looking as if you're glad to be there and you want the job.

Lean in slightly, look alert and interested, and wait to be invited to sit down. In everything you do, project an attitude of energy, enthusiasm and interest. Clothes-wise, try to match your dress style to that of the company you're meeting. You want to project some personality and charisma, but you also want to come across as a good fit, so if in doubt always err on the formal side.

It's important that you stand to greet your interviewer with a firm handshake, eye contact and a smile. Remember not to sit until you're offered a seat. They may initiate some small talk to put you at ease, so use this opportunity to demonstrate your interpersonal skills.

4. BE READY FOR THE SMALL TALK

Getting the small talk right (or wrong) can have big consequences. It's a way for people to build rapport and affinity, and start to generate that elusive, intangible quality of 'chemistry' that characterizes all effective business relationships.

So as part of your interview preparation, it's a good idea to think ahead to some likely topics that might come up, to help keep the conversation flowing smoothly. The key is to think of some topics where you have a shared interest, so that you're able to both ask and answer credible questions.

For example, if you see a picture of your interviewer's family, perhaps you could ask about them – and be ready with a family anecdote of your own. Or if you're a sports fan and you spot signs that your interviewer is too, perhaps you could ask a suitable question that you've also got an interesting answer to ('*Do you ever get to the matches*?' '*So who's going to win the Cup this year?*' etc.).

Think, too, about topical themes. For example, has your potential employer been in the news recently? Or could you ask about the potential impact on the company of a recent development, such as Brexit or falling share prices or a serious malware attack? In each case, make sure you have an interesting thought of your own to contribute too.

5. BE ON MESSAGE FROM THE OUTSET

Politicians coached in handling the media are always advised to have a maximum of three key messages to get across, which they should stick to and repeat throughout any interview.

Similarly, it's a good idea to have two or three key points that you want to make about what you have to offer and what you're looking for. For example, '*I'm ready for the challenge of managing a team*', '*I combine compliance experience with technical expertise'*, '*In my career, I've developed an extensive digital transformation skill set'*.

These are *the three key points* that you want your interviewer to remember about you. So try to work them in naturally whenever you can, even in the first few minutes. It's also important *to have a ready answer* for some of the most common questions that come up early on, such as '*Tell me why you want this job'* and '*What's your understanding of what this job involves*

There are ***10 of the most common questions and discussions*** of some of the best ways to answer them during your interview.

1).Tell Me a Little About Yourself

When asking you to describe yourself during an interview, the interviewer could not care less about such items as your astrological sign, favorite restaurants, achievements in youth sports, or high school prom theme. An interviewer wants to know how you could *benefit the organization*, and you should answer accordingly. You should discuss your *education*, previous *work experience*, *career highlights*, and *achievements*, being sure to emphasize *how this information fits the position and would benefit the organization.*

2). What Are Your Greatest Strengths?

This sort of question will almost always arise during an interview in some form or another. Going into the interview, you should *have a ready-made list of three or four strengths* that you can discuss. Be sure to have concrete examples to support each one and show how these strengths will enable you to succeed at the position.

3). What Are Your Greatest Weaknesses?

You can certainly phrase your responses in a way that *minimizes any weaknesses* you might mention. Communication professionals often suggest the time-honored tactic of offering a weakness that sounds more like strength *("I am such a hard worker that I often get drained by the end of the day. And, I tend to work too many weekends*.") However, such responses sound misleading, have become a bit cliché, and do not indicate a genuine ability or interest in recognizing and addressing areas in need of improvement. You may instead want to offer a genuine weakness along with what you are doing to overcome it. ("*My Excel skills are in need of development, so I have been taking a night class devoted to the program*.") This tactic is especially helpful if there is an obvious skill or ability that you are lacking but that is required for the position or would benefit the position.

4). What Do You Know About This Organization?

When asked this question, you should exhibit an awareness of such items as the organization's mission, history, growth, and future plans, and perhaps its key personnel. It is *a prime opportunity to underscore your enthusiasm for the position* and demonstrate how you could benefit the organization based on its present and future endeavors.

5). Why Do You Want to Work Here?

This question provides *another opportunity to reinforce your knowledge* of the organization. Likewise, it is another chance for you to discuss your enthusiasm for the position and the organization. Finally, it is a chance to show how your abilities suit the organization and how hiring you would be mutually beneficial. In doing so, you must provide clear, explicit explanations and support for your assertions. For instance, it is not enough to say you could help the organization expand; rather, you must fully explain how you could do so. Remember, the extent of support for arguments is one of the distinguishing characteristics of successful and unsuccessful interviewees.

6).What Is Your Ideal Job?

This is a tricky question, because you should not necessarily say, “This one” unless that is true, in which case you should discuss why. At the same time, if you mention a job other than the position for which you are applying, it may appear as if you are uninterested or you plan to move on as soon as something better comes along. Accordingly, you should play it safe and simply *describe* attributes of an ideal position (i.e., meaningful, challenging, fulfilling) while also discussing how the present position meets that description.

7). Why Do You Want to Leave Your Current Job?

Your current employer may be an idiotic, unprofessional who treats you and may very well eat small children, but *you should probably not be that descriptive during an interview*. If there were major problems, you may want to address but *not dwell on them,* taking partial responsibility while discussing what you have learned from the situation. Doing so may be especially wise if the interviewer is *possibly aware of these problems.*

More often than not, however, *it is best to focus on the positive attributes of your current (or previous) job*, discussing how you have developed professionally and offering legitimate reasons for wanting to leave (i.e., moving to new location, desire for professional growth). One of the reasons interviewers ask this question is to determine whether you will be happy and likely to stay if offered the position in their organization. Therefore, *it is wise to discuss how this position better fits your professional goals and desires* when compared to your current position.

8). What Are Your Expectations in Terms of Salary?

This is another very tricky question, because you do not want to put yourself out of reach and you do not want to sell yourself short. Some people suggest placing the question back on the interviewer (“What do people with my experience usually earn here?”), but the question asks for *your* expectations for salary, not his or her expectations. *A good way to address this question* is by *conducting research beforehand* to learn the average salaries for a particular position in a particular area. (*“Based on the research I have conducted, I would expect the salary to be between $40,000 and $48,000 each year in addition to incentive bonuses.”*)

9). Where Do You See Yourself in 5 Years?

This question is usually asked to gauge *a person's ambitions, sense of reality,* and *fit with the company*. Your answer will depend, of course, on where you actually want to be in your professional life 5 years from that moment. If you anticipate holding the very position for which you are interviewing, you should say so while also talking about the professional growth that will have taken place and your plans to enhance the organization through that position. If you anticipate moving through the ranks of the organization, your rise to the top should be properly ambitious and realistic.

Further, you should stress your plans for professional growth and anticipated contributions to the organization that would justify such advancement. If you anticipate not being with the organization in 5 years, indicating as much may be justifiable if the position is considered short-term. However, you should stress how your time at the organization would be mutually beneficial.

10). Why Should We Hire You?

When asked this question, you should *have a very good answer*. If you do not know why the organization should hire you, the interviewer will surely not know either. It may sound as if the interviewer is questioning your abilities, but he or she simply wants to know *how you would benefit the organization*. Accordingly, this is a perfect opportunity *to reinforce your strengths and abilities* by discussing how they will benefit the organization.

There are ***three pairs of question types*** that may be asked during an interview: (1) *primary and secondary*, (2) *open and closed*, and (3) *neutral and leading*. There also exist *different styles of questioning* involving the amount of control exerted by the interviewer. As an interviewer, you must also be aware of illegal lines of questioning that must be avoided.

Primary and Secondary Questions

Prior to an interview, an interviewer will likely have compiled a list of questions covering the primary topics that he or she wishes to discuss with an interviewee. Questions that introduce new topics during an interview are known as ***primary questions***. *Examples of primary questions* include the following:

• What led to your interest in digital storytelling?
• What responsibilities did you have at your last job?
• What experience do you have working with flux capacitors?
• In what ways has your major prepared you for a position like this one?

Interviewee responses to questions will likely lead an interviewer to ask follow-up questions to seek elaboration or further information. These types of questions are known as ***secondary questions***, of which there are two main types: probing questions and mirror questions.

Probing questionsare brief statements or words that urge an interviewee to continue or to elaborate on a response such as "*Go on*," "*Uh-huh*," and "*What else*?"

Mirror questionsparaphrase an interviewee's previous response to ensure clarification and to elicit elaboration. For instance, an interviewer may ask, "*From* *what you said, it seems you have previous experience with this product line, but have you had direct experience working in this market?*"

Additional examples of secondary questions include the following:

• *What other aspects did you find most rewarding?*
• *In what ways?*
• *Which of those did you most dislike?*
• *Is that correct?*

The best way to distinguish primary and secondary questions is that *secondary questions* only make sense *when preceded by a primary question* and subsequent response. Beginning a series of questions with any of the preceding examples would not make any sense.

Open and Closed Questions

The questions asked during an interview will be either open or closed. ***Open questions***are those that enable and prompt interviewees to answer in a wide range of ways.

Examples of open questions include the following:

• *Tell me about your decision to become a Foley artist.*
• *What led you to volunteer with the Retired Professors Fund?*
• *Describe a time when you had to work with a group.*
• *How would you describe your work ethic?*

Open questions serve *three important functions*. *First,* and most obvious, open questions enable interviewers to gather information about an interviewee. *Second,* these questions enable an interviewer to assess the communication skills of an interviewee. *Third,* open questions provide valuable insight into the worldview of an interviewee.

Contrary to open questions, ***closed questions***are those that limit the range of an interviewee's response.

Examples of closed questions include the following:

• *Where did you attend college?*
• *What positions did you hold at your previous company?*
• *Are you willing to work weekends?*
• *What was the most difficult aspect of your past job?*

Closed questions serve important functions during an interview. *Closed questions* do not take up as much time as open questions, so they can be especially valuable when time is limited. These questions can also be used to gather specific information about an interviewee. Finally, the answers to closed questions make it relatively easy to compare and contrast candidates for a position.

Such evaluations are especially easy to make when dealing with ***bipolar questions***, *a type of closed question that forces an interviewee to select one of two responses*. A bipolar question would be answered with either an affirmative or a negative. *Some bipolar questions* ask interviewees to select between two presented choices. For instance, an interviewer might ask, "*Which do you believe is most important to success at work hard work or talent*?"

Neutral and Leading Questions

When developing questions for an interview, it is best to include neutral questions and to avoid leading questions. ***Neutral questions***provide an interviewee with no indication of a preferred way to respond.

Examples of neutral questions include the following:

• *Why did you select communication studies as a major?*
• *What do you think of our new product line?*
• *What are your thoughts on labor unions?*
• *Describe the qualities of your previous supervisor.*

Notice that these examples do not direct an interviewee toward a specific response or one that is obviously preferred by the interviewer. Some people might believe that the second example involving a "new product line" would direct an interviewee toward a favorable response. However, an interviewer may want to determine whether the interviewee is someone who would not be afraid to express opinions and who would be able to improve and enhance the company's products.

Leading questionsare those that suggest to an interviewee a preferred way to respond. *Examples* of these types of questions include the following and are based on those in the preceding list:

- *What influenced your incredibly wise decision to major in communication studies?*
- *You do approve of our new product line, don't you?*
- *What are some of the problems you see with labor unions?*
- *What did you like most about your previous supervisor?*

It is best *to avoid leading questions* during interviews and not to give interviewees an indication about how they should answer. Still, leading questions are sometimes used to determine whether an interviewee is someone who would hold his or her ground

NEGATIVE QUESTIONS

Interviewers will often ask *negatively phrased questions* to assess your perceived weaknesses and strengths. The following are a few examples:

• *What are your weaknesses as an employee?*
• *Recall a time from your work experience when you made a bad decision or mistake. How did you get beyond it?*
• *Give me an example of a time you did not meet a project deadline. How did you handle the situation?*

Be honest and discuss a real work-related weakness or past event that would not negatively impact performance for the job you are applying for. Avoid the popular advice to turn a weakness into strength (for example, "I'm a perfectionist...") because this kind of response is unconvincing and over used. Be sure to end your "weakness" response on a positive note by indicating what steps you are taking to overcome the weakness.

It is important to be as positive as possible, even when answering a negatively framed question, and to keep your answer short.

Answering Common Questions

The P.A.W.S. model is a useful method for answering classic questions such as "Tell me about you." The answer should take approximately 90 seconds (the length of a typical attention span).

When an employer asks this question, the employer is looking for those aspects of your life that are relevant to the job, such as how you became interested in the field, related experience, and courses taken.

*The "PAWS"*acronym stands for *Profile, Academic, Work, and Skills*. Include all or as many of the four (in any order) to reinforce your fit for the job. As with any interview response, limit your answer to a maximum of ninety seconds. Here are some examples of what to discuss in each of the four areas:

P*rofile:* Mention how you became interested in this field and perhaps point out any relevant community involvement, extracurricular activities, memberships, and personal interests that further demonstrate your commitment to the field

A*cademic*: Talk about your educational background (degrees/diplomas/certifications) and other related training and professional development initiatives/courses that you participated in

W*ork:* Highlight paid or unpaid experience related to the job

S*kills*: Refer to specific technical skills that relate to the position or field (programming C++, knowledge of GIS) and relevant transferable skills (time management, problem-solving skills).

Avoiding illegal questions

Age

Illegal questions

How old are you?

What year were you born?

Legal questions

Are you 21 years old or older, and thereby legally allowed to accept this position if offered?

Are you under the age of 60 years old, and thereby legally allowed to accept this position if offered?

Marital/family status

Illegal questions

Are you married or living with a partner?

Are you pregnant?

Do you have any children or plan on having children?

Legal questions

There is a great deal of travel involved with this position. Do you foresee any problems with this requirement?

Will the long hours required of this job pose any problems for you?

Would you be willing to relocate if necessary?

Do you have any responsibilities that may prevent you from meeting the requirements of this position?

Ethnicity/national origin

Illegal questions

What is your ethnicity?

Where is your family from?

Were you born in the United States?

What is your native language?

Legal questions

Do you have any language abilities that would be helpful in this position?

Are you authorized to work in the United States?

Religion

Illegal questions

Are you religious?

What religion are you?

Do you worship regularly at a church/mosque/temple?

Do you believe in God?

Legal questions

Are you able to work on Saturday evenings/Sunday mornings, if needed?

Affiliations

Illegal questions

What clubs or social organizations do you belong to?

Are you a Republican or a Democrat?

Are you now or have you ever been a member of the Communist Party?

Legal questions

Do you belong to any professional organizations that would benefit your ability to perform this job?

Disabilities

Illegal questions

What is your medical history?

Do you have any disabilities?

How would you describe your family's health?

What resulted in your disability?

Legal questions

This job requires that a person be able to lift 100 pounds. Would you have any problems fulfilling that requirement?

Strategies for Answering Illegal Questions

Tactful refusal

Question: Where are your parents from?

Response: I don't believe my parents' places of origin matter for this position.

Direct but brief answer

Question: How did you injure your leg?

Response: It was injured while jogging.

Tactful inquiry

Question: Where do you go to church?

Response: How does that question pertain to this position?

Neutralize concern

*Questio*n: Do you have any children?

Response Yes, but they would in no way interfere with my work here.

Exploit the question

Question: Is English your native language?

Response: No. My native language is Ket, which would be beneficial for this company since it plans on opening offices in central Siberia next year.

Case Questions are often used by consulting companies to assess analytical and problem solving skills. The interviewer presents a situation and asks you to discuss possible solutions. A sample case question is, "*Describe a managed care company that you think is successful and explain why. What do they do that works? What are their potential problems? What is your outlook for their future? What suggestions do you have for their future*?"

Behavioral (hypothetical) or situational questions are used to assess how you would behave (react) in different circumstances and to predict your behavior in future, similar situations. Candidates must have a good understanding of the job and its requirements.

An interviewer may ask, "*Tell me about a time when a team you were working on was unable to proceed due to some interpersonal conflict. How did you respond, and what role did you play on the team?*"

«Give me an example of the most complex assignment or project you have worked on. What was your role? What was the result of the project?»

«Give an example of a problem you faced and the steps you took to resolve it? Did they work? Why or why not?»

«Tell me about a time you had to conform to a policy with which you didn't agree.»

«Describe a time on the job when you were faced with problems or stresses that tested your coping skills.»

«Tell me about a time you were criticized. What was the issued involved, who made the criticism, and how did you handle it?»

«Tell me about a time when you had to approach several different people for support or cooperation. How did you approach them?!»

«What is the most difficult situation you have faced? How did you handle it? What was the result?»

«You have a conflict with someone who is senior to you and is not your supervisor. Describe how you would handle it»

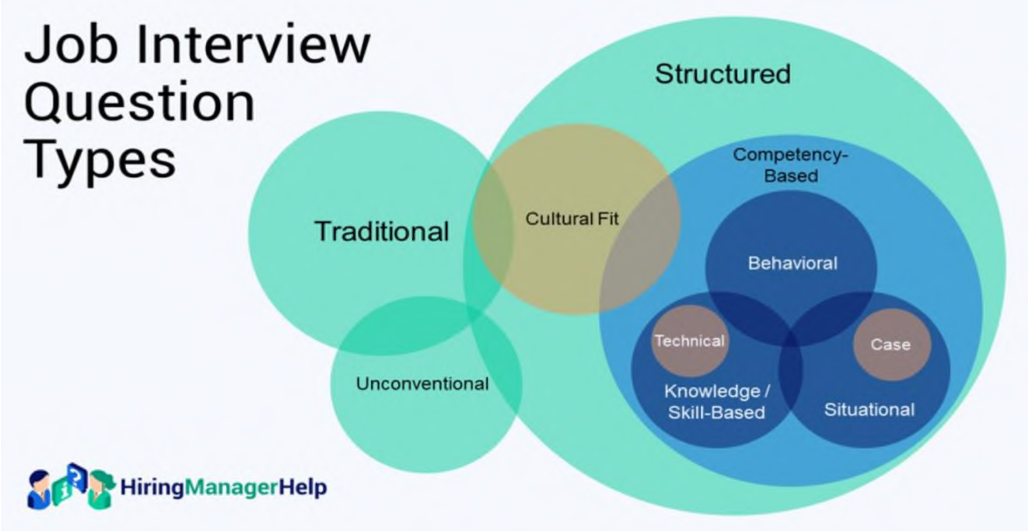

Fig. 7.3.*Job interview question types*

Answering Behavior-Based Questions: W5 Model

The *W5 model* is a useful method for answering a behavior-based question. The answer should take approximately 90 seconds (the length of a typical attention span).

70 seconds - Identify the skill/knowledge/ability and give an example of how you applied or developed it by explaining:

• What, Who, When, Where, Why, and How

• What the successful outcome was.

20 seconds - Re-state the skill and outline the benefits transferable to the interviewer's organization.

CAR METHOD TO ANSWERING BEHAVIOR-BASED QUESTIONS

• Use *a three step process*: 1) context/situation 2) action 3) result or outcome.

Always cite a specific event and briefly fill the employer in on the situation.

• Have a thorough understanding of the questions.

• Ask for clarification if needed.

• Deal with all questions positively.

• Some questions give you the chance to acknowledge your failures while showing how you have learned from them.

• Don't be afraid to take a few moments to think about the question--it's better than making something up!

EXAMPLE

"Tell me about a time you had a difficult customer. How did you handle the situation?"

*When I was working at XYZ Company as an entry-level sales associate, a customer wanted to return an item purchased over nine months ago due to dissatisfaction (**Context**). I informed the customer that the product no longer met the company's return policy and the customer became angry and demanded to speak with a supervisor. I calmly let the customer know that I would be happy to assist them in their request and shared other products as alternative solutions as the customer waited for a supervisor **(Action).** Eventually, the customer calmed down when I* *provided suitable alternative options and even apologized for being rude to me earlier* ***(Results).***

COMMON BEHAVIOR-BASED INTERVIEW THEMES INCLUDE:

- Working effectively under pressure
- Handling a difficult situation with a co-worker
- Applying good judgment and logic in solving a problem
- Completing a project on time
- Persuading team members to do things your way
- Writing a report or proposal that was well received
- Anticipating potential problems and developing preventative measures
- Making an important decision with limited facts and information
- Making a quick decision during the absence of a supervisor
- Making an unpopular decision
- Adapting to a difficult situation
- Being tolerant of a different opinion
- Dealing with an upset client or customer
- Delegating a project effectively
- Explaining complex information to a client, colleague or peer

By analyzing the questions asked of you, you will discover further details about the position. Does the interviewer seem to be emphasizing certain skills, knowledge, personality traits, and attitudes? That insight can help you tailor your answers more easily to the employer's position.

For example, in response to the query*"What experience do you have organizing projects?"* you determine that the qualification being evaluated is organizational skills. Your statement could be, *"I have developed excellent organizational skills by working on two major projects. The one I would like to tell you about ended successfully six months ago."*

Every statement you make must be *true!* Don't lie or embellish. Ideally, the illustration you choose to confirm your statement should be a project that required similar competency to the typical project the prospective employer wants you to complete. If you do not have a similar experience to relate, *try to choose a relevant story* from your academic, extracurricular, or volunteer activities.

Choose words that will help the employer visualize you in the experience. Whenever possible, include positive feedback from supervisors, colleagues, professors, and others to reinforce your accomplishment.

The next step is the one that most candidates forget. Tell the interviewer what specific benefits or competitive advantage you can bring to the position because of the experience you have just described. For example,*"As part of the team, I would be able to coordinate...."* Avoid generic statements such as *"All organizations need people with leadership ability."*

To Prepare, Think S.T.A.R

The S.T.A.R. Technique helps you to organize your stories and examples into responses to behavioral based interview questions.

Situation

What was the situation?
What problems or challenges did I face?
What was the context in which this situation occurred?

Action

What did I do specifically?
What skills did I utilize?

Task

What was my role?

Results

What were the outcomes/accomplishments?
What did I learn?
What would I do differently next time?

Role-play questions entail the interviewer asking you to put yourself in another role and decide how you would handle a specific problem.

Industry-specific questions are questions regarding the latest trends or issues in the industry. An interviewer may ask, "*If you were a CEO of Microsoft's main competitor, what actions would you take in the on-line services market?*"

Brainteasers are quick questions where the obvious answer is not necessarily the right answer such as, "*Which would you rather receive: fifty thousand pennies or a 10x10x10 room filled with pennies?*"

Closing the Interview

- State your interest in the position
- Briefly summarize why you are well qualified for the job
- Find out what the next steps will be and thank the interviewer(s) for their time
- Be sure to smile, shake hands, and collect business cards before you leave

After the Interview (Follow-Up)

Write and send a thank you note (and/or email) to the interviewer within 24 hours, reiterating your interest and strongest qualifications (see sample thank you letter below). Be sure to complete any follow-up requests from the employer. Contact your references to let them know how it went and to potentially expect to hear from the company. If the employer indicated that they would contact you by a specific date and they have not, contact them. It is reasonable to follow up after a week or two following your interview. This demonstrates your interest.

Sample Thank You Letter (hand-written note or email message)

For a hand-written thank you, use simple professional stationary and a card, neat handwriting, and address the interviewer professionally on the front of the envelope.

Email Subject (if emailing): Thank you

Dear Dr. Jones:

Thank you very much for inviting me to participate in the on-site interview for the ABC Position. I thoroughly enjoyed spending the afternoon learning more about XYZ Company, the position, and the department. I very much enjoyed the conversations that I had throughout the day; I especially appreciate the details and perspectives that were shared with me from the members of the staff and administration. I am very excited about this opportunity, and I would enjoy being a staff member at the XYZ Company.

I look forward to hearing from you soon regarding your decision.

Sincerely,

LVC Student

Job Application: Your **resume** (or **C.V**.) should be accompanied by a cover letter. In many respects, the cover letter to the resume is a sales letter and you are the product.

*Objectives of the cover letter**:***

- Context: refer to your source of information about the vacancy.
- Gain the reader's attention by indicating your major qualifications and how the firm would benefit from your skills and abilities
- Describe your background and qualifications and refer to more complete data in your resume
- Provide proof of your competence by referring to relevant awards, employment, degrees, and the reference list provided in your resume
- Ask that an interview be scheduled a.s.a.p.; make the request positive and indicate that you wish to elaborate on how the firm will benefit by hiring you.

N.B. Other factors to consider: submit typewritten letters that are neat and error-free. Be specific. Tailor your cover letters to the specific jobs you are applying for.

Curriculum Vitae (CV) is Latin for "course of life." In contrast, resume is French for "summary."

Both ***CVs***&***Resumes***:

- Are tailored for the specific job/company you are applying to
- Should represent you as the best qualified candidate
- Are used to get you an interview
- Do not usually include personal interests

If you are applying for both academic as well as industry (private or public sector) positions, you will need to prepare both *a resume* and *a CV*.

The CV presents a full history of your academic credentials, so the length of the document is variable. In contrast, a resume presents a concise picture of your skills and qualifications for a specific position, so length tends to be shorter and dictated by years of experience (generally 1-2 pages).

CVs are used by individuals seeking fellowships, grants, postdoctoral positions, and teaching/research positions in postsecondary institutions or high-level research positions in industry. Graduate school applications typically request a CV, but in general are looking for a resume that includes any publications and descriptions of research projects.

In many European countries, *CV* is used to describe all job application documents, including a resume. In the United States and Canada, *CV and resume* are sometimes used interchangeably. If you are not sure which kind of document to submit, it is best to ask for clarification.

Resume

- Emphasize skills
- Used when applying for a position in industry, non-profit, and public sector
- Is no longer than 2 pages, with an additional page for publications and/or poster presentations if highly relevant to the job.
- Provides a summary of your *education*, *work history, credentials*, and other accomplishments and *skills*.
- The most common document requested of applicants in job applications.
- Comes in a few types, including *chronological*, *functional,* and *combination formats*.

CV

- Emphasizes academic accomplishments used when applying for positions in academia, fellowships and grants.
- Length depends upon experience and includes a complete list of publications, posters, and presentations
- Always begins with education and can include name of advisor and dissertation title or summary (see examples). Also used for merit/tenure review and sabbatical leave.
- Includes extensive information on your academic background, including teaching experience, degrees, research, awards, publications, presentations, and other achievements.
- There is no need to include your photo, your salary history, the reason you left your previous position, or references in a CV submitted for jobs in the USA. In other countries, private information like your date of birth, nationality, marital status, how many children you have, and a photograph may be required.

5. INTERVIEW SKILLS. COMMON INTERVIEW MISTAKES

There are some easy steps that you can take that will increase your chances of success at interviews.Throughout your work and life experiences, coursework, and activities, you have developed many skills. Knowing your transferable skills and being able to market them gives you an edge in your job search. There are many transferrable job skills.

First, remember that job interviews should be *a process of two-way communication.* Not only are they a tool for employers to use to evaluate you, but they are also an opportunity for you to assess the job, the organization, and to see if there is a "fit."

Top skills to mention in an interview

Here are eight of the most desirable skills to mention in an interview with examples of how to include them in an answer:

1. Communication

Employers value candidates with excellent communication skills because it is vital for effective performance of job duties and responsibilities. Your answer should demonstrate your ability to deliver information clearly and concisely. Talk about verbal and *nonverbal communication skill*s relevant to the role, including writing, active listening, and presentation skills.

Example answer: «*I believe communication is vital to my professional success. I have invested in professional report writing courses and I am one of the best at delivering PowerPoint presentations at my current company».*

2. Business acumen

This skill shows your knowledge of the industry. It demonstrates an understanding of the organization's mission and vision, the markets its products and services serve, the competition and the strategies for generating revenue. Business acumen or commercial awareness skills are especially vital in sales and other customer-facing positions. An excellent research of the company will turn up insights that will help you use this skill to your advantage in an interview.

Example answer: *«I understand this company serves a very specific niche with a fierce competition. In my experience, most players in the industry are trying to reach the market through social media. I believe a more conservative approach is more productive. Thankfully, in my previous role, I was able to use traditional prospecting methods to sign more clients and increase our business by 15% despite the stiff competition».*

3. Collaboration or teamwork

Teamwork and collaboration skills are also vital for success in any position, especially for roles that require working as part of a team. Your answer should emphasize the ability to build and nurture positive working relationships with others to focus individual strengths for the benefit of the organization.

Example answer: *«I value teamwork and enjoy working with others. At my previous role, my supervisor depended on me to organize the team's work schedule and assign tasks based on each individual's skills and experience. I can also work independently, but I thrive most when I'm working with like-minded people towards a bigger goal»*

4. Adaptability

Employers value highly adaptable employees because they can take on a wide range of roles and can go the extra mile when situations call for it. In the fast-changing business environment, individuals who are flexible can quickly adapt to new challenges and disruptions, helping their organization to turn weaknesses into strength and opportunities.

Example answer: «*I consider myself a flexible person. Regardless of the situation, I always strive to get results. I remember a time when a contractor suddenly changed the terms of our contract in the middle of a project. As the project lead, I already had an alternative, and we quickly switched to the new company. Although it increased the project cost, we delivered on schedule and that helped us secure more business from the client».*

5. Problem solving

Companies value employees who can solve problems because they can identify potential opportunities before others. These employees can take the initiative, are innovative, and quickly key into their organization's vision. Employees who are efficient at solving problems also make outstanding leaders and are adept at helping their company manage difficult situations.

Example answer: «*Solving problems is the primary duty of this job, and I excel at it. My on-the-job experience, exceptional research skills, and vast professional network help me solve any problem regardless of the complexity».*

6. Positivity

Optimistic employees are assets to their companies because their optimism drives them to deliver positive outcomes regardless of the difficulties. These employees don't lose hope in the middle of adversity. Rather, they draw inspiration from setbacks and use challenges to learn, grow, and find better opportunities for their peers and organization.

Example answer: *«I have been through a lot of challenges in my professional career, but my positive attitude always helped me overcome problems. For instance, a client once rejected work I did because of an internal dispute at their company.I was able to market the same project to another client and only had to change a few parameters to meet their specific requirements. For me, challenges are just a tunnel to new opportunities, so I always get to the end of the tunnel».*

7. Organization

Exceptional organization skills are also important in most organizations. An organized employee can prioritize effectively, work efficiently and attain the highest level of productivity. Your answer should emphasize how you manage time, prioritize, and meet deadlines.

Example answer: «*I am a very organized person. Early in my career, I had a boss who was a stickler for protocol. Everything had to be done in a certain way at a specific time. At the time, it seemed like a bit much, but my time with the person helped me appreciate the importance of organization. Now I get more work done in less time because of my time management and prioritization skills*».

8. Leadership

Whether you are applying for an entry, middle, or senior role, employers love employees who can lead others. Leadership skills include the ability to delegate, assign tasks, set deadlines, motivate and support, and provide constructive feedback to colleagues and team members.

Example answer: «*Leadership is very important for team cohesion and productivity. As a mid-level manager, I lead my teams by example by coming very early to work, providing motivation and positive feedback, and fostering an environment that rewards excellence».*

Other good skills to mention in an interview

Here is another list of six in-demand skills to mention during an interview:

9. Negotiation

Negotiation and persuasion skills are essential in some roles, especially roles related to sales and customer service. A good negotiator should have impeccable communication and interpersonal skills and an in-depth understanding of the industry.

10. Confidence

When talking about confidence, it is important to be assertive without sounding arrogant.

11. Perseverance

In life and work environments, you may face challenges that test your perseverance. Companies desire people who can confront challenges head on without losing focus and their energy. Your answer should demonstrate you can persevere and dedicate your skills and strength to the company during hard times.

12. Self-motivated

Self-motivation is vital because it keeps you going when results are not forthcoming or different from what you expect. People who are self-motivated have a lot of endurance and rarely quit until they get positive outcomes.

13. Ability to work under pressure

The *ability to work under pressure*shows you can still deliver and perform in dire situations and won't lose your focus or become overwhelmed under stressful conditions. If you are applying for a role in a high-stress or fast-moving industry, this skill is essential.

14. IT skills

Most jobs require at least basic IT skills, including the ability to use word processing and spreadsheet software and social media tools. It is important to emphasize how you used IT skills and tools in previous roles, using real-life examples to support your answer.

To improve your chances of getting your dream job, it is important to research the core competencies required for the role. Make sure you know the skills for interview success to impress the hiring manager and stand out from other candidates.

Common Interview Mistakes

It's also essential to understand the common interview pitfalls that many unwittingly fall into. Here are the *top six interview mistakes* to avoid.

DON'T BE APATHETIC

We've all been there, agreeing to an interview even when you're not overly excited by the job description. However, it's important that you are enthusiastic from the get-go because it will be too late if you decide halfway through the interview that you do want the job after all.

The interviewer will have already picked up on your lack of enthusiasm and it will be extremely difficult to turn the interview around. Put your doubts aside, go in wanting the job and approach the interview in that frame of mind.

It's also important to note that no matter how qualified you are, you still need to display energy and enthusiasm. If you sit there with all the experience in the world but don't convey enthusiasm, then the interviewer won't be interested. Clients have an ego too; they want to feel that the candidate sees the role as a good opportunity and will value it.

AVOID NEGATIVE TALK

Speaking negatively about your current or previous employer is a major pitfall you will do well to avoid. You may feel negatively about your current workplace, but don't be too honest if that's your reason for leaving.

Sometimes people nail an interview but then end it by saying something negative about their employer. It comes across as unprofessional and we all know there are two sides to every story.

It's also important to avoid flimsy answers to the question 'why are you looking to change jobs?' For example, 'I got bored' or 'I wasn't progressing' when you've only been in the role for 12 months will set off alarm bells for the interviewer.

It's best to construct answers that are honest but still paint you in a positive light. For example, 'I'm looking for a more challenging, varied role as my current role isn't stretching me' or 'I really enjoy being part of a dynamic team and my job doesn't offer that currently'.

PERSONAL HYGIENE

We talked earlier in the guide about your physical appearance and finding out the dress code before the interview so you don't look out of step with the company culture when you arrive. But it's equally important to consider your personal cleanliness. For example, if you stopped for a coffee on the way to the interview make sure you have a mint to freshen up. It's also a good idea to avoid smoking prior to the interview.

On the flip side, the overpowering smell of aftershave or perfume can be equally off-putting for interviewers. Sometimes in our eagerness to smell good we may get carried away which can be distracting for the person we're meeting. To be sure, ask a friend to check that you haven't overdone the perfume or cologne prior to your interview.

DON'T TALK TOO MUCH

If you've spent hours preparing for an interview you'll be keen to get the answers you've prepared across. However, don't fall into the common trap of not listening to the question carefully. Sometimes people are so desperate to share what they've prepared that they give an irrelevant answer to the question. You may have great intentions about what you plan to say in the interview, but don't force it if it's not natural.

It's also important to let the interviewer lead the interview and set the tone. Interviewers find it very off-putting when a candidate jumps the gun and asks questions before they've been invited to. It comes across as over-confident.

Another big mistake is to interrupt or talk over the top interviewer – bite your tongue and wait your turn to speak. You want to prioritize listening and achieve the right balance of confidence and humility. These are the candidates who stand out. Overfamiliarity is also very off-putting for interviewers.

MAKE TIME TO PREPARE

Even if you're attending multiple interviews you need to build time into your schedule to prepare properly. Interviewers find it inexcusable when candidates don't know about the company and the role. When asked about the company, just reciting information from the website isn't going to cut it. Interviewers want candidates who will look beyond the surface level facts and delve deeper into current trends and what's happening in the market.

The best candidates will be able to link market trends back to the business and talk about what they think makes the company interesting and unique. But you can only do this effectively if you're well prepared.

Another fatal mistake is not reading the job description properly or taking the time to understand the role before going for the interview. Hiring managers spend a lot of time and effort devising job descriptions, so make sure you've mapped out how your skills and experience match the role and know your strengths and development areas.

ALWAYS ASK QUESTIONS

If there's one way to leave a lasting negative impression it's to say you don't have any questions at the end of the interview. Interviewers believe it shows a lack of interest and initiative. Be different and ask imaginative questions, it will help you to stand out from the competition.

6. REVIEW QUESTIONS

1. What is a job interview? Give some definitions.
2. When preparing for the interview, how many questions should you plan to ask the person interviewing you?
3.What is the best way to greet the person interviewing you?
4. What is the purpose of an interview?
5. What are the main types of a job interview?
6. Which is the best way to follow up with a prospective employer after an interview?
7. What is the best way to make a good impression during an interview?
8. Name the main stages of a job interview preparation.
9. What is one of the best ways to improve your interview skills?
10. What types of questions are may be asked during an interview?

7. SUGGESTED READINGS

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