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Communication Skills

Textbook



The Ministry of Education, Kingdom of Bahrain has decided to teach this book in secondary schools

LEARNING & PATHWAYS POLICY & DEVELOPMENT DIRECTORATE

Communication Skills

ادر ٢١٣

For Secondary Education

First Edition

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حَضْرَةُ صَاحِبِ الْجَلَالِ الْمَلِكِ عَبْدِ اللَّهِ بْنِ عَبْدِ عَسَى الْخَلِيفَةِ
مَلِكِ مَمْلَكَتِنَا الْبَحْرَيْنِ الْمِعْظَمِ

Introduction

This book gives you an overview of communication and introduces you to the main elements in the communication process. It also highlights the importance of writing clear, positive messages and offers you some basic tips and guidelines on this form of communication so that you become more proficient in the kind of writing needed at home as well as in college and workplace. You will also learn about some of the common pitfalls which may impede the effectiveness of a written communication.







Chapter 1 provides a basic introduction to communication in business. **Chapter 2** focuses on written communication. **Chapter 3** focuses on oral communication and identifies its types. **Chapter 4** focuses on meeting as a means of communication.

Teachers need to focus on and extend all learning points and tips. They are also required to be selective in carrying out the activities and can suggest others.

In order to instill the information in the minds of the students, the book is supported by a workbook which consists of exercises based on real life situations. Forms and exercises have been chosen from actual work practices and these will be a valuable teaching aid for the teachers, who can use the workbook as an assignment tool for out of class exercises.

Book Aid

Where possible, we have included graphic illustrations, mind maps, tables and diagrams to assist the students in their learning. We have also highlighted the meaning of certain concepts through the use of specific symbols called icons. The purpose of these icons is to emphasize and draw their attention to important aspects of the work and to highlight the activities. The various icons have the following meanings:

	1	Getting Started	Each lesson has a short introduction, usually including a case study, to help you start thinking about the topic and let you know what is in the lesson.
	2	Definition	This icon helps you identify and understand important concepts.
	3	Important Points	Key concepts that need to be remembered.
	4	Tips	Handy tips to make your work easier.
	5	Class Activity	This icon indicates that you must perform an activity and complete it successfully before proceeding with the lesson.
	6	Reading	Suggested additional reading to comprehend the topic just studied.
	7	Internet Searching	Recommended links for students.
	8	Forward Backward	Fast forward/rewind shows where concepts appear elsewhere into the book, providing students with a handy link to support their learning.

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Aims & Objectives

At the end of the course, students should be able to:

- ▶ understand communication in the business context.
- ▶ develop an awareness of the importance of effective communication.
- ▶ compose business correspondences effectively.
- ▶ use spoken English effectively in a business situation.
- ▶ know the importance of the telephone as a means of communication.
- ▶ understand meetings as means of communication.

CHAPTER 1

Communication in Business



1.1

Communication Process

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ define effective communication.
- ▶ draw the communication process.
- ▶ differentiate between one-way and two-way communication.
- ▶ memorise the purpose of communication.
- ▶ understand how communication barriers can arise, and how they can be reduced or removed.



Lesson Outline:

- ▶ What is communication?
- ▶ The process of communication.
- ▶ One-way and Two-way Communication.
- ▶ The purpose of communication.
- ▶ Barriers to communication.
- ▶ Overcoming barriers.

Key Words:

- ▶ Communication
- ▶ One-way communication
- ▶ Two-way communication
- ▶ Barriers

1.1 Communication Process



Getting Started

People in business exchange information all the time. For example:

- A manager gives instructions to employees.
- A customer places an order.
- A sales manager may telephone the production manager to ask if a customer order is ready.

Look at the communication example below and answer the questions:

A team meeting



Figure 1.1.1 A team meeting

- ▶ Identify the sender, receiver(s), and the message in the above example of communication.

Introduction:

Between getting up in the morning and going to bed at night, you communicate with many people, using different communication methods. You speak to your family members over breakfast, chat to your friends on the way to school, listen and speak to teachers, text friends, listen to television news, read newspapers and much more.

Businesses also communicate with many individuals and groups. Like you, they use many different methods to communicate their messages. They also receive messages. In this lesson, you will study the importance of effective communication to businesses and the purposes of it. You will also learn about those things that might prevent effective communication. These are known as barriers to communication.

What is communication?

Communication is giving, receiving or exchanging of information, opinions, or ideas either by written, oral or visual medial so that the material communicated is understood by two or more person.



Communication (1.1.1)

- ▶ Communication is the transfer of a message from a sender to a receiver, who understands the message.

The Process of Communication:

The process of communication as shown in Figure (1.1.2) can be summarized as follows:

- ▶ The **SENDER** has information, an idea, or a fact (**MESSAGE**);
- ▶ Then the sender **ENCODES** the idea. This means putting it into written or verbal forms, graphical symbols or using body language;
- ▶ After the sender selects a suitable **MEDIUM** or **CHANNEL** for the transmission of the message;
- ▶ The **RECEIVER** gets the message;
- ▶ The receiver **DECODES** the message and
- ▶ Finally, the receiver sends his/her response to the sender as a **FEEDBACK**.

Communication Channel: see Lesson 2.1, page 21.

The process then starts again with another message.



Tips (1.1.1)

Effective communication means that the correct message has been sent, using an appropriate method, received and understood. This is important, for many reasons:

- ▶ The right products are made or jobs done, so less time and resources are wasted.
- ▶ Correct decisions are taken. Wrong decisions can lead to inefficacy and lower profitability.
- ▶ Motivation improves: Employees feel valued, so less likely to leave.
- ▶ Maintaining business image: customer dissatisfaction could mean fewer sales.
- ▶ Better coordination: For example, suppliers want to know when materials are needed. Lenders want to be kept informed about the financial requirements.

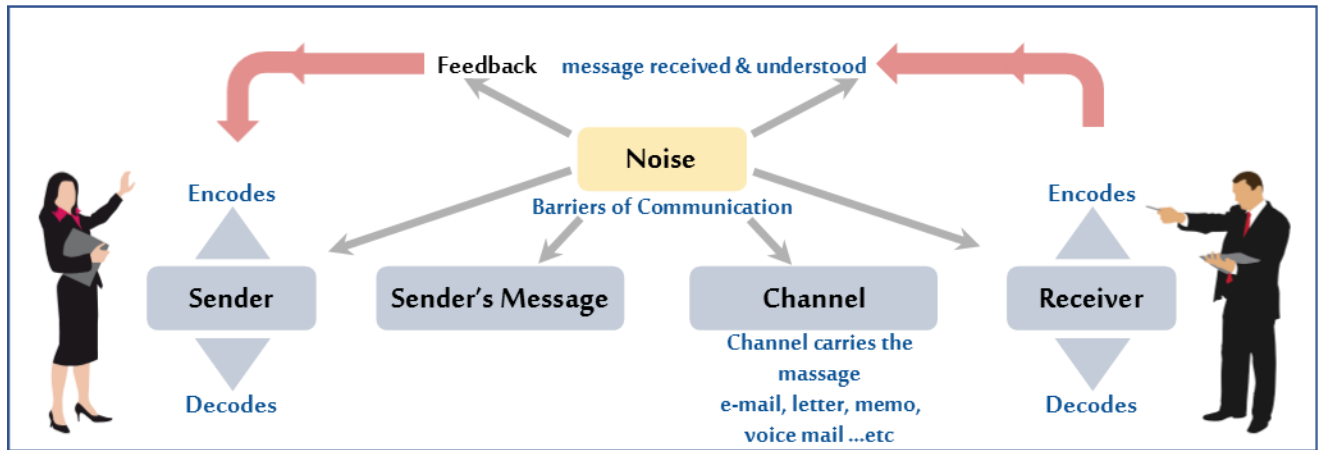


Figure 1.1.2 Communication Process



Activity (1.1.1)

- ▶ With your partner, draw the communication process that took place during the lesson, and then identify its parts and all possible channels that were used.



Important Points (1.1.1)

- ▶ **Noise** is the unplanned distortion or interference during the communication process that results in the receiver getting a different message than the sender sends. In addition, it may occur in any of the steps in the communication

One-way and Two-way Communication:

When choosing to communicate effectively, there will be a need to decide whether the purpose will just be sending information (one-way communication) or whether a feedback will be needed (two-way communication). One-way communication is useful for:

- ▶ Clarifying or reminding.
- ▶ Giving instructions.
- ▶ Providing information.



Figure 1.1.3 The difference between one-way and two-way communication

The advantage of one-way communication is that it is faster and less expensive than two-way communication. The difference is summarized in Table 1.1.1.

One-way Communication	Two-way Communication
The person receiving the message cannot reply to it.	The person receiving the message can give a feedback.
Sender → Receiver	Sender ↔ Receiver
A manager gives instructions but the employees cannot confirm that they have understood the message.	Both the sender and the receiver are involved in the communication.
Mistakes are possible as there is no feedback.	Feedback allows both to check that the message has been received and understood.
<i>Examples:</i> notice boards, posters, web pages, signs.	<i>Examples:</i> meetings, telephone, video conferencing.

Table 1.1.1 The Difference of One-way and Two-way Communication



Activity (1.1.2)

Look at these examples of different types of business communication, and write whether it is a one-way or a two-way communication:

- ▶ A fire safety notice. _____
- ▶ A complaint from a customer about a faulty product he/she has bought. _____
- ▶ A sales order from a customer. _____
- ▶ A company website. _____

Purpose of Communication:

Effective communication is vital for the efficient running of a business. Problems will arise if instructions are not clear and goods are delivered to the wrong address. What will happen to employees if they don't understand instructions? The purposes of communication are stated in Figure 1.1.3.

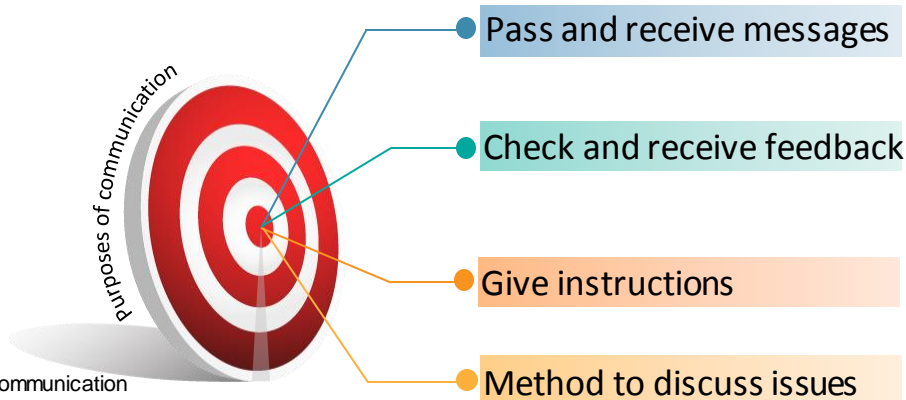


Figure 1.1.4
The purposes of communication

Activity (1.1.3)

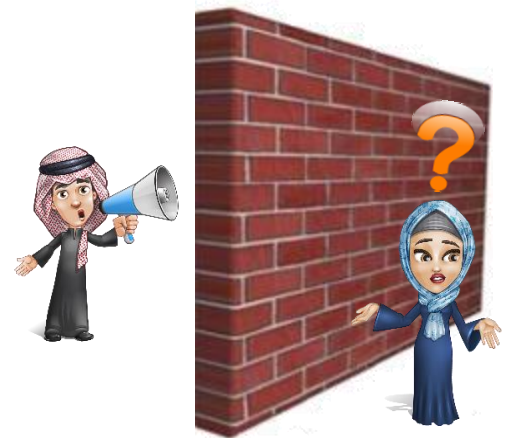
With your partner, write three reasons which make communication vital for the efficient running of a business other than illustrated in Figure 1.1.3, and then report back to your class on what you have found out.

- ▶ Provide information.
- ▶ Give instructions to an employee.
- ▶
- ▶
- ▶

Barriers to Communication:

Every step in the communication process is necessary for effective and good communication. Blocked steps become barriers. The common barriers to effective communication are listed below:

- ▶ Information overload.
- ▶ Poor listening skills.
- ▶ Difficult language: Use of jargon or terms, which are too technical, should be avoided.
- ▶ Difference in belief, style, and society (culture).
- ▶ Physical and environmental barriers (uncomfortable place, unhygienic room, background noise, poor lighting, an environment that is too hot or cold).
- ▶ Lack of feedback.
- ▶ Selecting wrong channels.

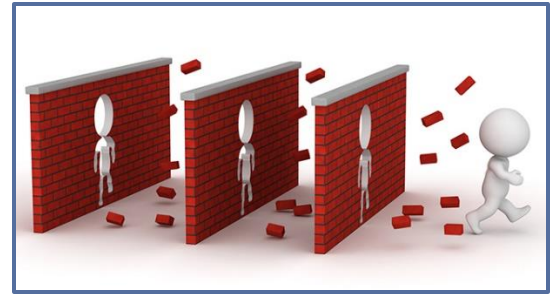


Communication barriers destroy your message

Overcoming Barriers:

Because communication is so important in an organization, there are attempts to improve communication effectiveness. The list below contains some of the techniques that help communicate effectively:

- ▶ Avoid information overload. The message should be clear and brief.
- ▶ Develop listening skills.
- ▶ Use a simple and an understandable language.
- ▶ Choose a suitable time to pass information. For example, a person who is in a rush to leave work for the day may not listen carefully to what his manager is saying to him/her.
- ▶ Taking follow up action (ask for feedback).
- ▶ Select a proper channel (use both oral and written channels when sending a complex message).



Activity (1.1.4)

Internal communications in your organization are very poor. Messages are either not being received or not being acted upon. As a Manager of communications, you have been asked to write a report to the Chief Executive. He wants your report to:

- ▶ Define the barriers to communication.
- ▶ Outline the five most likely barriers to effective communication in your organization.
- ▶ Give details of the steps you intend to take to remove these barriers.



Internet Search (1.1.1)

- ▶ With your colleague search on the internet to find other barriers that might affect the communication process, and the steps to overcome them.

1.2

Communication Channels

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ describe the various channels of communication used in the office.
- ▶ give example of visual channels of communication.
- ▶ give example of nonverbal channels of communication.

Lesson Outline:

- ▶ Communication channels.

Key Words:

- ▶ Written communication
- ▶ Oral communication
- ▶ Visual communication
- ▶ Nonverbal communication
- ▶ Social media communication



1.2 Communication Channels



Getting Started

Businesses use a variety of methods to communicate information. For example, communication might be face-to-face or written. Information can be sent by e-mail or by postal system. Look at the examples below and suggest suitable methods of communication for each of the following cases:

Case 1: A business wants to inform a customer that an order will be delayed because an item is out of stock.

Case 2: An employee has to be informed that they have been promoted to a senior position and will be entitled to a higher pay.

Case 3: A worker needs permission from a supervisor to finish work 15 minutes early to take her daughter for a hospital appointment.



Figure 1.2.1 Examples of Communication in Business

Introduction:

A communication media is simply "how" your message is sent to the receiver, and it is often referred to as the communication channel. Let's take a look at some of the different types of *communication Channels* available.

Communication Channels:

Choosing the right channel to communicate your message is just as important as the message itself. If you use the wrong channel, your message may never get through to the receiver or may be misunderstood.

When deciding which of the communication channel would be best for your message, you should take into consideration:

- ▶ Will it meet the business objectives?

- ▶ Who is the target receiver?
- ▶ How much will it cost?
- ▶ How quickly does a message need to be transmitted?
- ▶ Does a record need to be kept?

A message may be sent in one or more of the following ways as shown in Figure (1.2.2).



Figure 1.2.2: Communication Channel

1. Oral Communication:

Oral messages are messages communicated using spoken language.

Oral Communication: see Lesson 4.1, page 71.

2. Written Communication:

There are many forms of written communication: letters, memos, reports, notices, faxes, e-mails, agendas, minutes and so on.

Written Communication: see Lesson 2.1, page 33.

3. Visual Communication:

Any image that is used to communicate an idea, whether it is a sign, poster, drawing, photograph, chart, diagram, table or television advertisement, can be included in the field of visual communications.



Visual Communication (1.2.1)

- ▶ Visual communication is the conveyance of ideas and information in forms that can be read or looked upon.

4. Nonverbal Communication:



Gestures touch, and eye contact (or lack of eye contact) are some aspects of nonverbal communication that can vary significantly depending on a person’s cultural background. The following Figure (1.2.3) shows an explanation and examples of nonverbal communication.

Nonverbal Communication (1.2.2)

- ▶ A process of communication through sending and receiving wordless messages.

Activity (1.2.1)

"It's not what you say, it's how you say it."

- ▶ Do you agree with the above statement? Discuss with your colleague during the session.



Figure 1.2.3: Types of Nonverbal Communication



Tips (1.2.1)

- ▶ Nonverbal communication means communication without words.



Activity (1.2.2)



(A)



(B)



(C)

- ▶ What does the man's gesture in photograph A mean?
- ▶ Describe the body language of the two women in photograph B. What is going on between them?
- ▶ In photograph B, what does the man's posture show about his feelings?
- ▶ In photograph C, what is the man's attitude towards what he is hearing?
- ▶ Give one example from your own life of how someone's body language has shown his or her feelings.
- ▶ Why is it important for managers to be aware of body language?



Important Points (1.2.1)

Social media has become the primary channel for a business to communicate with consumers. Popular internet sites are used by businesses include Twitter, Instagram, Facebook, YouTube, and LinkedIn.



This method allows fast, mass communications, can target specific consumers and allows a business to interact with its customers. Not all potential consumers use social media and some people are concerned about the data that may be collected by the businesses who communicate in this way.



Activity (1.2.3)

Enter each of the following methods of communication under the correct heading in the table below:

- diagram meeting fax gestures
- eye contact appearance diagram interview
- report graph letter video-conferencing
- poster telephone call time e-mail

Communication Channels			
Oral	Written	Visual	Nonverbal

1.3

Organizational Communication

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ explain what an organizational communication means.
- ▶ differentiate between internal and external communication.
- ▶ categorize the formal and informal communication in an organization.
- ▶ compare between the different types of formal communication.



Lesson Outline:

- ▶ Organizational communication.
- ▶ Internal and external communication.
- ▶ Formal and informal communication.
- ▶ The direction of formal communications.

Key Words:

- ▶ Organizational communication
- ▶ Internal communication
- ▶ External communication
- ▶ Formal communication

1.3 Organizational Communication



Getting Started

An organization is a composite of many individuals working together towards its growth. They are constantly interacting with each other and with people outside the organization.

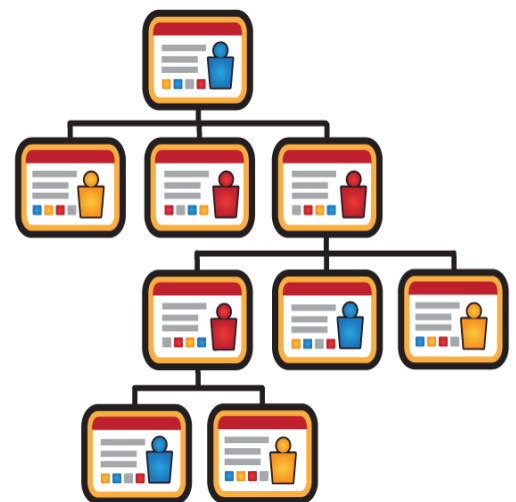
- ▶ In groups, draw the organization chart of your school. Use your chart to decide who are the people inside your school that communicate with each other?
- ▶ Does your school communicate with people from the outside? If yes, mention them.

Introduction:

If you have ever had a job, you are likely to understand that there are different ways to communicate with colleagues and employers. This lesson describes the role of organizational communication in the workplace while defining terms such as downward, upward, horizontal and informal communication.

Organizational Communication:

Organizational communication, or the *sharing of organizational information*, remains a vital and critical tool when trying to create and maintain a competitive advantage. Without organizational communication, it would be extremely difficult to know what an organization stands for, why it exists, who its customers are, how work is completed, who has authority over others and so on. See Figure (1.3.1) for types of organisational communication.



Organizational Communication (1.3.1)

- ▶ A system of pathways through which messages flow among people who comprise the organization. (who communicates with whom?).

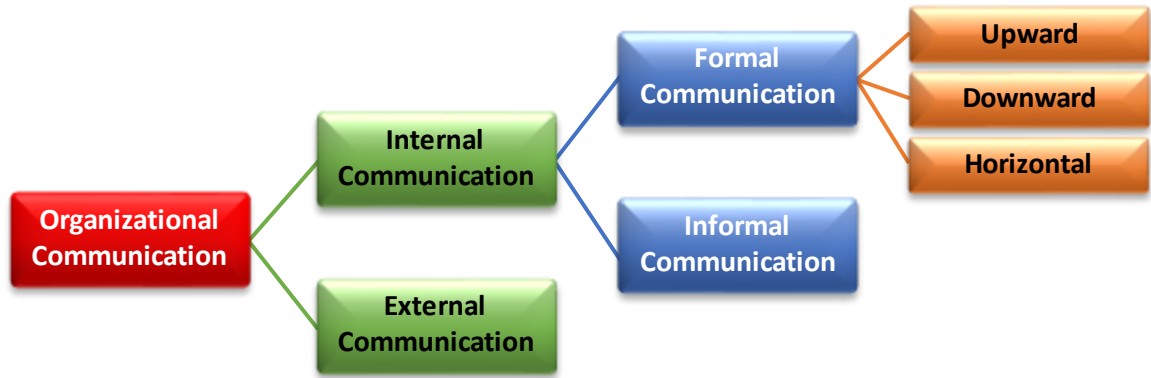


Figure 1.3.1: The Organizational Communication

Internal and External Communication:

There are two types of communication businesses are concerned with: internal and external.

1. **Internal communication** is when messages are sent between people working in the same organization. Examples include:

- ▶ A manager giving a verbal warning to a subordinate for poor punctuality.
- ▶ A report sent from a sales manager to a purchase manager.

2. **External communication** includes those communications between organizational members and external parties such as customers, manufacturers, shareholders, investors and the general public. Some of the main examples of external communication are:

- ▶ Orders for goods from suppliers.
- ▶ Sending information to customers about prices and delivery times.
- ▶ Advertising goods or services.

Figure 1.3.2 shows the differences between internal and external communication.



Figure 1.3.2: The Difference between Internal & External Communication



Activity (1.3.1)

The table below sets out the types of communication used by Aradous Tread Company. Complete this table by identifying whether the method of communication is internal or external:

Example	Internal/External
▶ An e-mail is sent by the manager to Aradous Tread Company's employees about the new data protection rules.	
▶ Aradous Tread does a telephone survey with the company customers.	
▶ Aradouse Tread's accounting manager has a meeting with ABC Bank.	
▶ A monthly newsletter is posted to all employees.	

Formal and Informal Communication:

Formal communication takes place when the official channel of communication is used within an organization. Examples of formal communication are letters, memos, faxes, official meetings and reports ...etc.



Informal communication is the transition of information through non-official channels within the organization. Waiting to use the photocopier, a conversation during the break, or chatting at a social event are examples of an informal communication.

The Direction of Formal Communications:

A typical organizational chart for a business is shown below in Figure 1.3.5. Look at the arrows, they indicate the direction of communication.

- **Arrow (A)** shows **Downward Communication**. This is when messages are sent from managers to subordinates. Downward communication is important because:

- ▼ subordinates look to their managers for leadership and guidance.
- ▼ it allows the decisions made by management to be carried out by employees.
- ▼ it allows managers to command, control and organize.

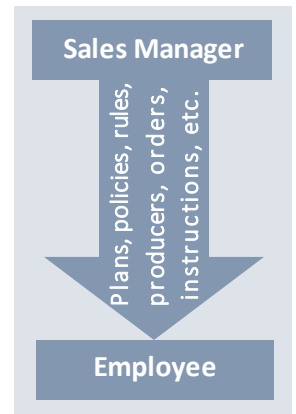


Figure 1.3.3: Downward Communication

- **Arrow (B)** shows **Upward Communication**. This is when a message or feedback is passed from subordinates to managers.

Upward communication is helpful because it:

- ▲ helps managers to understand the views and needs of subordinates.
- ▲ may alert managers to problems.
- ▲ makes staff feel valued and appreciated.
- ▲ provides managers with information to help them make decisions.

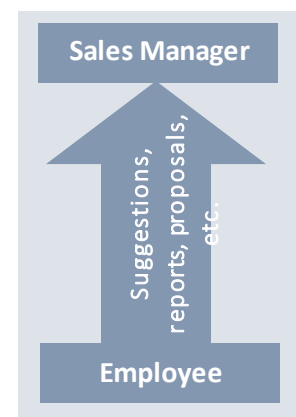


Figure 1.3.4: Upward Communication

- **Arrow (C)** shows **Horizontal Communication** (sometimes referred to as lateral communication). This occurs when people at the same level of an organization communicate with each other. Information and ideas can be exchanged at both formal and informal meetings.



Figure 1.3.5: Horizontal Communication

Horizontal communication is common within a department. For example, operators are likely to discuss their work with each other.

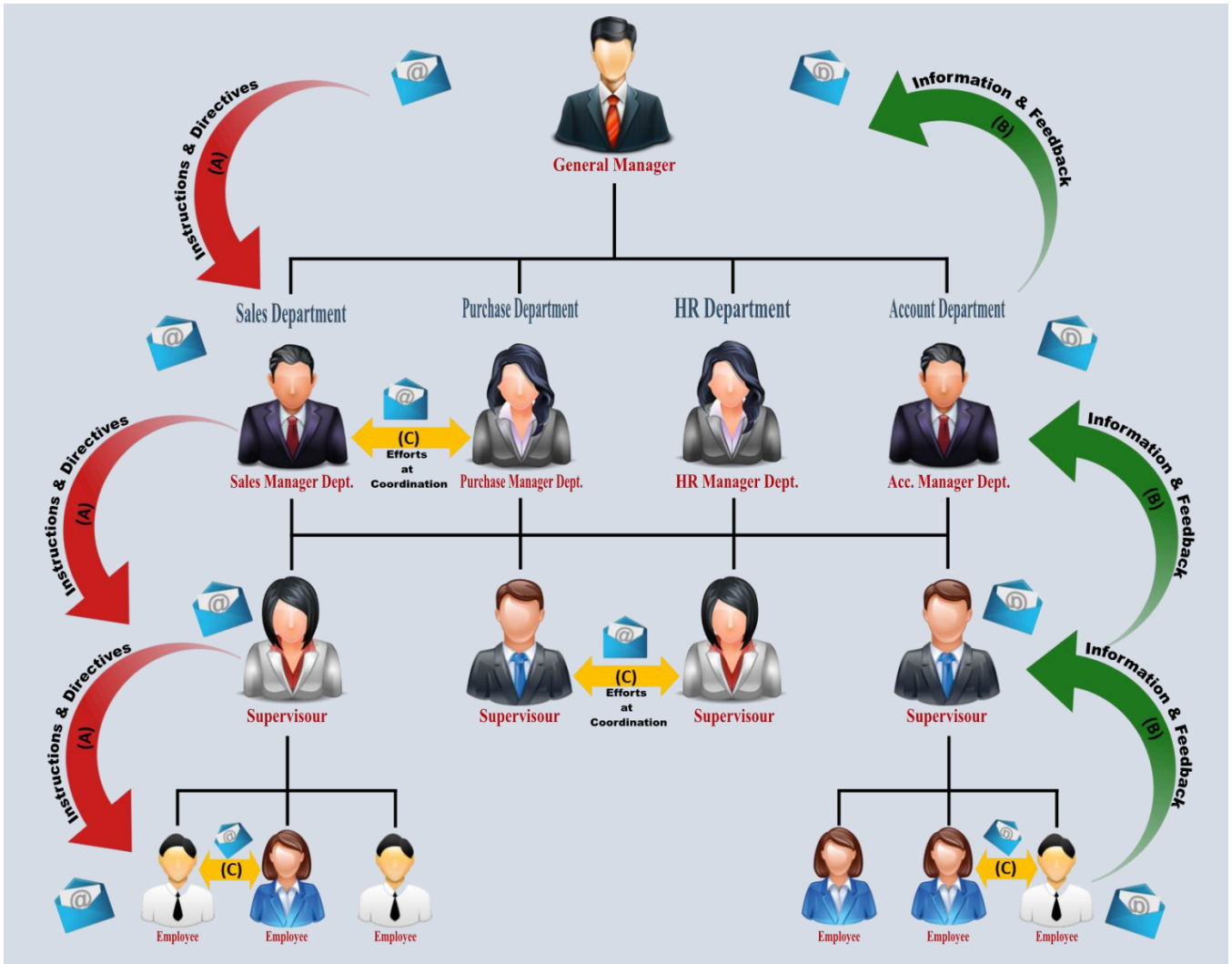


Figure 1.3.6: The Direction of Formal Communications



Activity (1.3.2)

Read the information given carefully, and then answer the questions below:
 Sales were below the target at the ABC Retail Store. The Sales Manager (Mrs. Amal Ali) was very concerned about this. She decided to write to all staff, to warn them of the problem of falling sales and how jobs were now at risk. In the memo she asked for ideas on how to increase sales. Staff were asked to confirm that they had received the memo and inform her if they had any good ideas.

- ▶ Who is the sender of information in the above case? _____
- ▶ What is meant by downward communication? (Use an example from the case above)

- ▶ What is the communication channel that has been used? _____
- ▶ Who is the receiver of the message? _____
- ▶ Did the communication involve feedback? Yes No



Key Terms

Effective Communication – Information passed between two or more people or groups, with feedback to confirm that the message has been received and understood.

Feedback – The response made by the receiver of a communication that indicates that they have or have not understood the communication.

Two-way Communication – The receiver is allowed to respond to the message and the sender listens to the response.

Communication Channel - A system or method that is used for communicating with other people

Nonverbal Communication – Any information that is not spoken; or written and that is perceived by our senses/behavior.

Communication Barriers - Obstacles and problems that prevent effective communication.

Social Media - Websites and computer programs that allow people to communicate and share information on the internet using a computer or mobile phone: Companies are increasingly making use of social media in order to market their goods.

Organizational Communication - The way in which an organization gives the public and its employees information about its aims and what it is doing.

Internal Communications – Communication between people inside the business.

External Communications – Communication between the business and those outside such as customers, investors or the authorities.

Formal communication – Communications that use the official channels of communication within an organization.

Informal communication - Communications that are outside the official channels of communication within an organization.

Horizontal Communications – Messages and information passed between different departments in an organization.

CHAPTER 2

Written Communication





2.1

Methods of Written Communication

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ list the methods of written communication.
- ▶ identify the parts of a memorandum.

Lesson Outline:

- ▶ Written communication
- ▶ Memorandum

Key Words:

- ▶ Memorandum
- ▶ Enclosure
- ▶ Reference initials

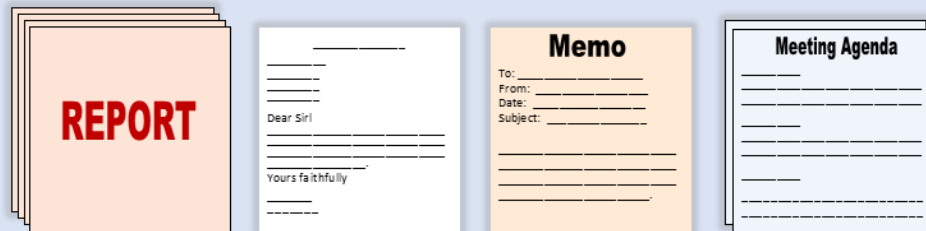


2.1 Methods of Written Communication



Getting Started

Businesses communicate written information using a variety of methods.



Explain which communication channel you would use, and why, for each of the following situations:

- ▶ An invitation to all employees to a family fun day.
- ▶ A reminder to heads of departments about a meeting in two days' time.
- ▶ A customer who has not yet paid for goods supplied two months ago.
- ▶ A record of the discussions that take place at the monthly board meeting.
- ▶ Employees need to be told that safety goggles must be worn at all times in the paint-spraying area.

Introduction:

Your role in a business setting involves writing messages to internal and external receivers. Those messages create a lasting and positive impression on the receiver.

The same elements of the communication process are present in written communication. Their importance and their effects on communication do not change. However, their forms do change. The most obvious change is in the channel itself. For written communication, the channel is a form of print channel. Some of the most common methods of written communication in a business setting are discussed in this chapter.

Written Communication:



Written Communication (2.1.1)

- ▶ Written communication involves any type of messages that makes use of written words.

Written forms of communication provide a permanent record of a message and can be looked at more than once to check understanding. The main forms of written communication that are used by businesses include:

- ▶ Memorandum.
- ▶ Business Letter.
- ▶ E-mail.
- ▶ Noticeboard.
- ▶ Agenda & minutes of meeting.
- ▶ Report.
- ▶ Forms.
- ▶ Job description.
- ▶ Advertisements.
- ▶ Company magazine.

Agenda & minutes:
see Lesson 4.2, pages 97 & 98.

Forms:
see Lesson 2.3, page 50

Job description: see Lesson 2.3, page 71.

The benefits and limitations of the written communication are outlined in Table 2.1.1.

Benefits	Limitations
▶ Provides a permanent record.	▶ No personal contact.
▶ Can be used by the receiver more than once, to check understanding.	▶ Feedback is slower.
▶ Can be sent to many receivers.	▶ Might not be understood because the language is too complex, or the message is too long.
▶ The message cannot be changed.	▶ Time-consuming for both sender and receiver.

Table 2.1.1: Benefits and limitations of written communication



Activity (2.1.1)

- ▶ Note and/or ask permission to collect examples of different written and visual communications used in your school. For example, these may include notices, posters, letters, and reports. For each one, identify what it is communicating and why you think the method used was chosen.

Memorandum:

Memorandums are used to pass on information or instruction within an organization, for example a message from the human resource manager to the operations manager about the date and time for job interviews.

A "MEMO" is the short form of memorandum, a Latin word meaning "something to be remembered". A memo, is usually brief and covers only one subject. Most memos, are written in a simple format that has a standard set of headings. In many businesses, the e-mail has taken the place of the memo.



Memorandum (2.1.2)

- ▶ A memorandum is a written form of communication used between people within an organization.

Parts of a Memorandum:

There are three required elements of the memo as shown in Figure (2.1.1):

- 1. Title:** The title typically consists of the company name, the logo and the word memorandum.
- 2. Heading:** The heading has four or five parts, appearing as in the following order:

TO	: The name of the person receiving the information and his/her job title.
FROM	: The name of the person sending the message and his/her job title.
DATE	: Date of preparing the memorandum. (<i>Should be in day, month, and year format</i>).
SUBJECT	: The topic that summarizes the content of the memorandum. It should be brief, but clear.

- 3. Body of the Memo Message:** The message is the main body of a memo. The message could be presented in the main paragraph, introduces the purpose of the memo, further paragraphs containing more details; and a closing paragraph.

Other parts that could be found in a memo are:

- 1. Enclosure Notation:** It is included if another item is being sent along with the memo.
- 2. Reference Initials:** The initials of the typist.
- 3. Carbon Copy (CC):** Any other people who may need a copy of the information.

There is no need for a signature or complimentary close in a written memo.

Parts of a Memorandum

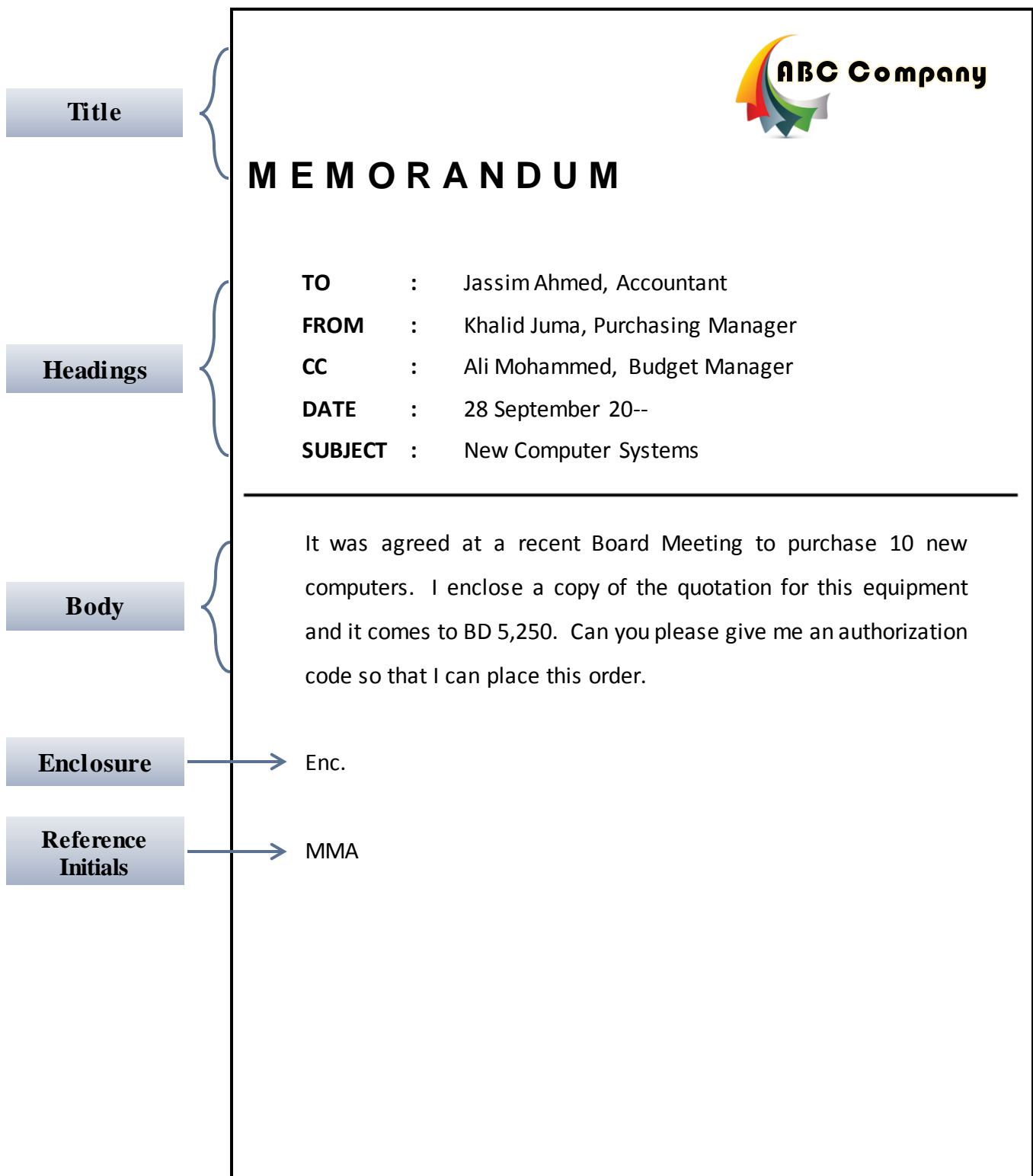


Figure 2.1.1: Parts of a Memorandum



Tips (2.1.1)

- ▶ If the sent memos are open, they make them not suitable for confidential messages. In some organizations, they may be sent in sealed envelopes and marked "Confidential".



Activity (2.1.2)

- ▶ Prepare a memo, and send it today, to your classmates to inform them that your academic advisor is going to discuss the new rules and regulation of your school next week in your class.

2.2

Business Letters

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ identify the elements of a business letter.

Lesson Outline:

- ▶ Parts of business letters

Key Words:

- ▶ Business letter
- ▶ Letterhead
- ▶ Addressee
- ▶ Complementary close
- ▶ Salutation



2.2 Business Letters



Getting Started

Read the given document and answer the following questions:

- ▶ What does the document represent?
- ▶ Could you identify its parts?
- ▶ Is the message in the document an example of internal or external communication?
- ▶ Outline the advantages of using a letter as a means of communication in this case.

Date 28 April 20--

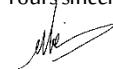
Mr. Abdulla Khaled
Sales manager
P.O. Box 452
Manama – Kingdom of Bahrain

Dear Mr. Abdulla:

Subject: Payments

Please find enclosed a cheque for BD160,000 'ACC No. 1458' for the work carried out in the reception area.

Thank you for your co-operation.

Yours sincerely,

Mazen Moh'd
Chief Buyer

Introduction:

Letters are used for either internal or external communication. They are flexible because they can be sent to a variety of different people such as customers, employees and suppliers. Letters can also be used for confidential information and provide a record of the communication.



Tips (2.2.1)

Letters can be a means of a formal written communication. They are used in the following situations:

- ▶ Communication with organizations and people outside the organization, e. g. letters to suppliers to complain about poor services, responding to customers' complaints, or writing to government officials on matters of concern;
- ▶ Formal communication within an organization, e.g. letters of arranging and confirming meetings, promotion, and pay rises, etc.

Parts of a Business Letter:

There are different parts or sections of a good business letter. Usually a business letter is divided into four main sections: heading, salutation, body and closing. Each of these

sections, contains several essential parts and a few optional ones, which are discussed in the following (Figure 2.2.2):

1. **LETTERHEAD:** The heading of a business letter contains the name of the organization, logo, address, telephone number, fax number, e-mail address and other information. The format for a letterhead is likely to vary from one organization to another.
2. **REFERENCE:** Often contains the initials of the person sending the letter, and the initials of the person preparing the letter or numbers for filing purposes.
3. **DATE:** A business letter must contain the day, month and the year in which it is written. This gives the letter its legal validity and lets the receiver know when it was written. It is essential for the purpose of filing and sorting of letters. There are various ways of writing the date:

- ▶ 15 November 20--
- ▶ November, 15 20--

Avoid writing the date in the following forms:

- ▶ 15.11.20--
- ▶ 5 Nov. 20--
- ▶ 05/11/20--

4. **ADDRESSEE or RECIPIENT'S ADDRESS:** This is the address of the receiver of the letter. It contains the details of the receiver.

Examples:	
Mr. Ali Hassan Human Recourses Manager Awal Ltd. PO Box 2211 Manama – Kingdom of Bahrain	Human Recourses Manager Awal Ltd. PO Box 2211 Manama Kingdom of Bahrain

5. **SUBJECT HEADING:** It gives a brief summary of the contents of the letter.
6. **SALUTATION:** This is the way of greeting the receiver. Salutation indicates the relationship between the sender and the receiver. Some of the formal ways of greeting the receiver are as follows:

Salutation	Used
▶ Dear Sir/Madam	▶ When you write to a person in a company whose name you don't know.
▶ Dear Mr. Omar or Dear Mrs. Mariam	▶ When the sender <i>knows</i> the receiver.

7. THE BODY of THE LETTER: The most important part of the letter is the body that contains the message or information that the sender wants to convey. Most business letters include three paragraphs:

- ▶ **An opening paragraph:** gives the purpose of the letter;
- ▶ **Middle paragraph:** containing more details about the subject;
- ▶ **Closing paragraph:** suggests what actions might be taken, by either the sender or the receiver.

8. COMPLEMENTARY CLOSE: It is the formal conclusion of the letter. Its form is decided by the form of the salutation being used, as presented below:

Dear Sir/Madam	→	Yours faithfully
Dear Mrs. Mariam Dear Mr. Omar	→	Yours sincerely

9. SIGNATURE: A letter is incomplete if it is not signed. The signature confirms the letter. However, in many electronic letters (E-mail), signatures are not required, otherwise an electronic signature is used.

10. NAME and JOB TITLE: The sender's full name and position (job title).

11. ENCLOSURE (Enc.): This section contains the attachments, additional papers that one sends along with the letter. It could be a purchase order, catalog or any other additional documents. The items enclosed must be listed in a serial order.

12. CARBON COPY (C.C.): Carbon copy notations tell the receiver who the other receivers of the letter are.



Important Points (2.2.1)

- ▶ Many business letters share the same parts but they differ in the purpose. Business letter can be for:
 1. An enquires
 2. A quotation
 3. A circular
 4. A complaint
 5. An apology
 6. A recommendation
 7. A price list inquiry
 8. A reference
 9. An order, etc.



Reading (2.2.1)

House Styles

Different organization have different ways of laying out their letters. When you start work with an organization, you should find out the house style by:

- ▶ Asking a colleague or supervisor;
- ▶ Looking at copies of recent correspondence in the file;
- ▶ Checking in company procedures manuals.



Internet Search (2.2.1)

Letters should be presented in a clear, attractive style. Two styles are commonly used:

- ▶ Semi-blocked style.
- ▶ Fully blocked style.

Use a search engine to look at the layout of both styles. Try to find out the advantages and disadvantages of both styles, to decide which style you prefer to follow.



Activity (2.2.1)

- ▶ Collect examples of business letters from the search engine and make copies of your findings and present them to your class. Working within small groups, analyze these letters in terms of their: subjects – layouts – sections – and information available on the letterheads.

Parts of a Business Letter:

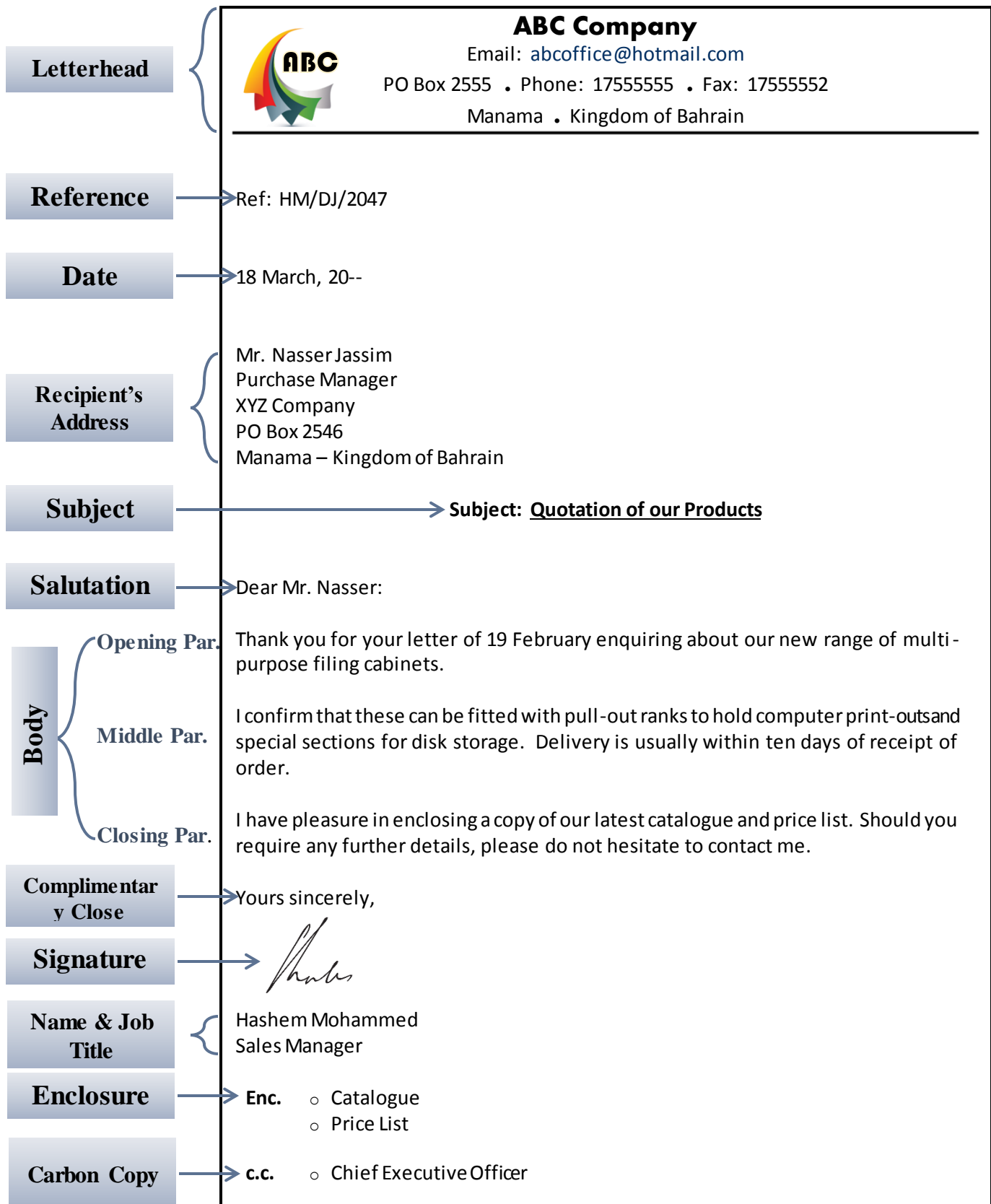


Figure 2.2.1: Parts of a Business Letter

2.3

Other Types of Written Communication

Learning Objectives:

By the end of this lesson, the student should be able to:

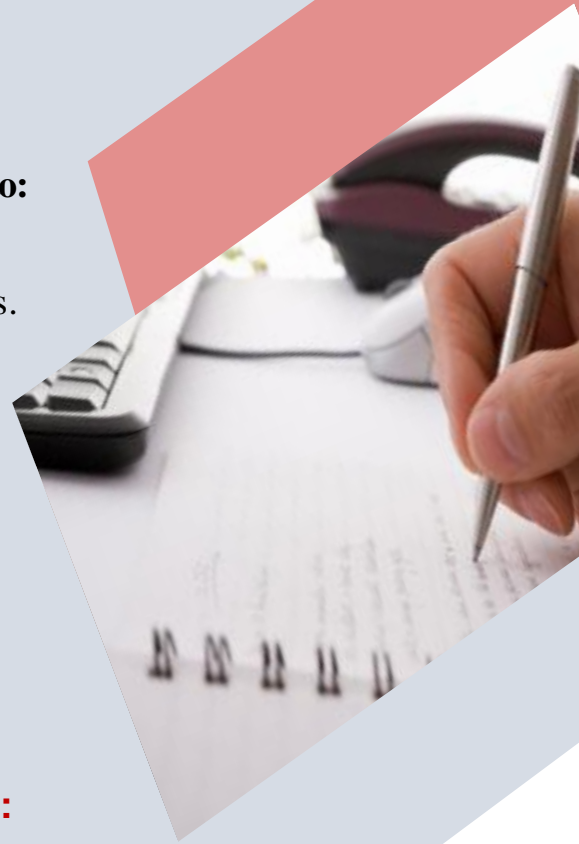
- ▶ write an e-mail.
- ▶ differentiate between formal and informal reports.
- ▶ understand the use of forms in business.
- ▶ use a job description.

Lesson Outline:

- ▶ E-mail
- ▶ Report
- ▶ Forms
- ▶ Job Description
- ▶ Notice board

Key Words:

- ▶ E-mail
- ▶ Report
- ▶ Findings
- ▶ Recommendations
- ▶ Forms.
- ▶ Job description



2.3 Other Types of Written Communication



Getting Started

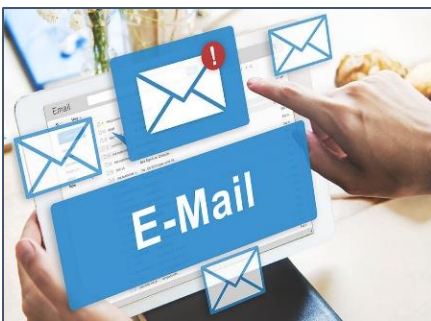
MBD is a successful insurance business. It has three branches with 200 employees across country A. The managing director wants to improve internal communication by introducing new technology into these branches. He says, "Customers complain about the slow service. memos never reach me; documents are everywhere and many part-time employees complain they don't know what is happening and what jobs they should do."

- ▶ Define 'internal communication'.
- ▶ Explain two possible reasons why MBD might want to improve communication.
- ▶ Explain ways in which new technology can help improve communication at MBD.
- ▶ How can MBD explain the job for part-time employees?

Introduction:

Written communication is very common in business situations, so it is important for everyone in an organization, from the employee to the chief executive officer, to develop effective written communication skills. In this lesson, we will discuss the other types of written communication and the main parts of each one of them.

E-mail:



Electronic mail (E-mail) is one of the most common methods of electronic communication. It allows businesses and individuals to communicate by sending texts or images instantly via Internet. E-mails can be used to send letters, memos, reports, photographs, videos, sounds, other images ... etc., even when people are not

there to receive them. An example of e-mail window is shown in Figure 2.3.1 with its main parts.

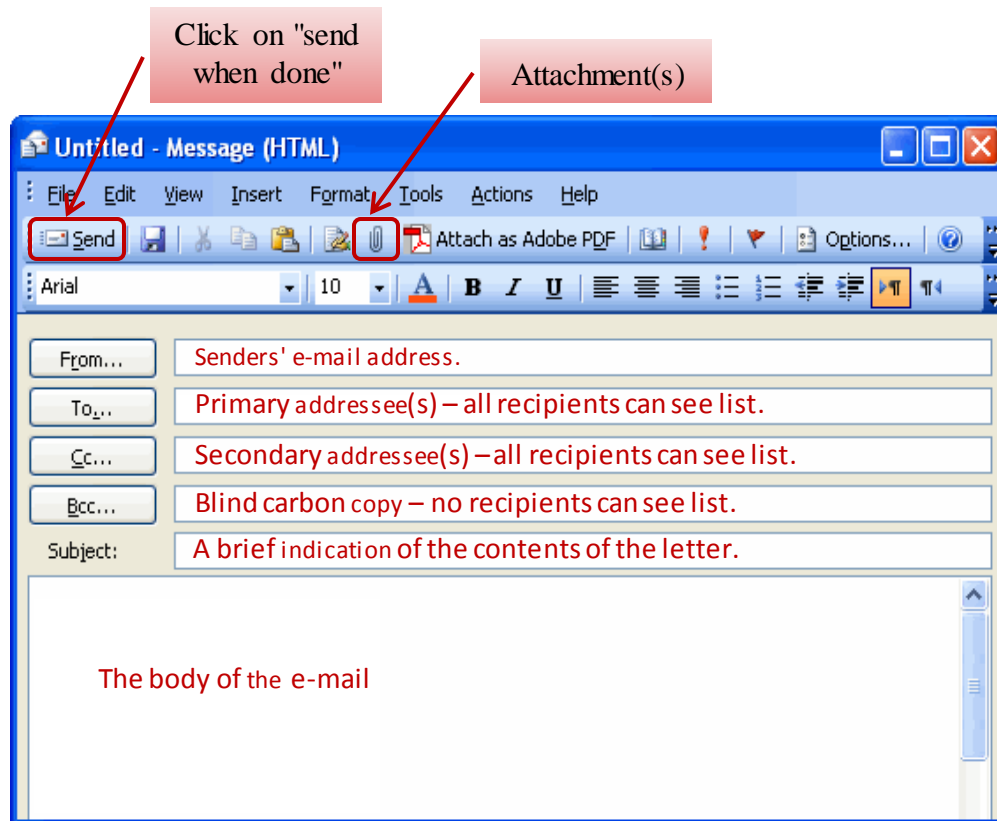


Figure 2.3.1: Parts of an E-mail



Activity (2.3.1)

- ▶ Use your answer in activity (2.1.2) and e-mail it to your instructor.

Reports:

Reports are used to communicate important information in a formal manner. They may be short, or complex and detailed. However, reports should be brief and carefully structured and presented. Reports can contain numerical data and graphics. The main disadvantage of reports is that they take time to research and write.



Report (2.3.1)

- ▶ A report is a document that is prepared to give the results of an investigation. There are two types of reports: Formal and informal.

The informal report, may be presented in a memo form under an appropriate subject heading, and with subheadings which are considered necessary as well (see Figure 2.3.2):

Parts of Informal Reports:

1. Introduction	<ul style="list-style-type: none"> ▶ Background details, ▶ a description of the current situation, ▶ and the reason for the report.
2. Findings	▶ Information gathered on the subject.
3. Conclusion	▶ Recommendations as to what action ought to be taken.

M E M O R A N D U M

TO : Ahmed Jalal, Office Manager

FROM : Hassan Jabber, Administrative Assistant

DATE : 28 September 20--

SUBJECT : Computer Safety Devices

Following our meeting on 12 September, when we discussed the safe use of computers, suppliers, and ABC Computer Supplies, we have found out the following information about additional equipment we could buy.

- Work station cleaning kit – BD 4.900 to keep screens and keyboards clean.
- Screen filters – from BD 6.400 to 24.650, to reduce glare and radiation.
- Footrests – BD 9.900, to allow correct posture and comfortable typing position.
- Adjustable monitor arms – BD 29.600, to allow for the correct positioning of screens.
- Copyholders – BD 5.900, to position original documents so that operators can maintain good posture and keying position.

For a relatively small cost we can purchase additional equipment which will reduce the risks of using computers. We could discuss this at our weekly meeting next week.

NM

Figure 2.3.2: Example of an Informal Report

A formal report is written in a professional and formal manner to address complex issues. Formal reports may be used to convey information, analyze an issue or a problem, and provide a recommended course of action.

A formal report would be prepared along with the following lines (see Figure 2.3.3 and Figure 2.3.4):

Tips (2.3.1)



- ▶ Formal reports are usually written in the third person. They do not use the words 'I', 'We' and 'You'.

FILING CABINET REPORT

prepared by Omar Ahmed
For the attention of the Office Administration

26 April 20--

1 TERMS OF REFERENCE

A report on the replacement of filing cabinets was requested by the Office Administration committee meeting of 2 August. Omar Ahmed was actioned to prepare the report for the next meeting on 22 September. The report should include relevant recommendations for discussion at the meeting.

2 PROCEDURES

The following procedures were carried out.

- 2.1 The current provision within the office was investigated by visiting each office.
- 2.2 Information about specifications, price, and delivery of filing cabinets was checked in office equipment catalogues.

3 FINDINGS

3.1 Current provision – there are currently 125 cabinets of different styles and types in use in the organization. These cabinets take up a lot of space and many are old, unsafe, and can no longer be locked. Many offices also have various other types of storage for books such as pigeonholes. Detailed information on the size, type, and location are shown in Appendix A.

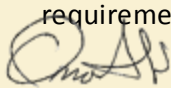
3.2 A wide range of cabinets are available. ABC Office Supplies have heavy duty storage cabinets for BD 64,500 each. These provide lateral filing storage. They make more efficient use of space than traditional cabinets. Fittings for each cupboard can be provided, e.g. file and binder retainers, hanging pockets for files, pigeonhole sections. These allow for cupboards to be customized to meet the needs of a specific department. They cost approximately BD 49,300 per cupboard, depending on the options chosen. Full information on the cabinets and additional fittings can be found in Appendix B.

4 CONCLUSION

All existing cabinets and storage devices could be replaced with 80 lateral cabinets from ABC suppliers, with additional fittings.

5 RECOMMENDATIONS

- 5.1 The committee put together a timescale for the replacement of all cabinets, the end of the year would be a realistic target date.
- 5.2 The cost of the project is presented by the Committee to the Board of Directors for approval.
- 5.3 Departments are contacted by the Committee to get detailed information on their requirements for additional fittings.



Assistant Officer

Figure 2.3.3: Example of a Formal Report

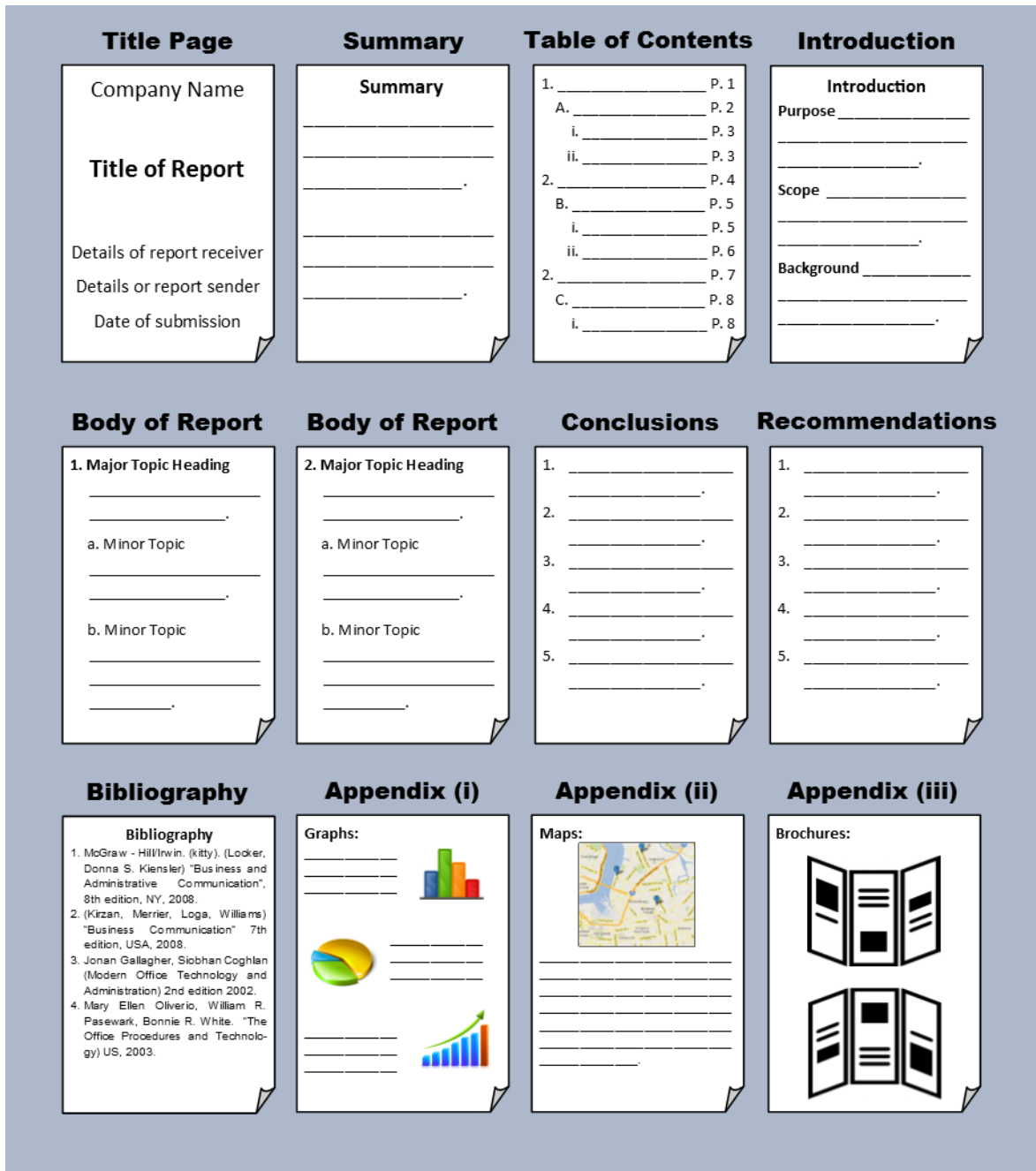


Figure 2.3.4: Parts of a Formal Report



Important Points (2.3.1)

- ▶ The format of a report is usually determined by three things: audience, information, and purpose.



Activity (2.3.2)

- ▶ You may feel that there are some problems in your school (lab, school gym studio, school canteens ... etc.) choose a problem and report it to your head master / head mistress.

Forms:

Business forms are printed forms, such as market research questionnaires, save time and effort as all essential points are covered. See Figure 2.3.5 for an example of an invoice form.

Forms are used to communicate routine information. Application form is an example of a form for applying for a job (as shown in Figure 2.3.6).



Forms (2.3.2)

- Forms are used to collect specific and standard information, e.g. application form, invoice, order form, loan, license, and time sheet are all examples of different types of forms.



ABC Company

Palace Avenue
P.O. Box: 2245
Manama - Kingdom of Bahrain

Fax: 17663311
Phone: 17663322
E-mail: abccom@hotmail.com

Invoice

Sent to _____

Location	Order No.	Order Date	Invoice No.	Invoice Date

S. No. Items	Items Details	Quantity	Unit Price		Total Price	
			BD	Fils	BD	Fils

Signature

Total Price

6% Discount

Net Amount Due

Figure 2.3.5: Example of an Invoice Form



Employment Application

We appreciate your interest in applying for a position at Kids Fashion Factory. To assist us in assessing your application, please complete the following confidential information. You may attach a resume to your application however; your resume will not be returned to you.

Your Photo

POSITION APPLIED FOR:

PERSONAL DETAILS

Full Name			
Sex	<input type="checkbox"/> Male	<input type="checkbox"/> Female	Nationality
Date Of Birth			Marital Status
CPR No.			Religion
Passport No.			Telephone

List below your educational achievements starting with the most recent first.

Name of School or Institute	Year		Speciality
	From	To	

Indicate your proficiency in language other than your own.

Language	Speaking	Writing	Reading
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SKILLS and HOBBIES

.....

.....

WORK EXPERIENCE

Position	Company Address	Duration		Reason for Leaving	Monthly Salary
		From	To		

Expected Salary

Driving license Yes No
 Possessing Vehicle Yes No

I certify that the particular I have given above are true to the best of my knowledge. I understand that any false statement that I have provided may lead to the withdrawal of any employment offer, or if employed, to dismissal for cause.

Date

Signature

Figure 2.3.6: Example of an Application Form



Activity (2.3.3)

- ▶ With your colleagues, discuss the parts of application form presented in Figure 2.3.6.

Job description:

A job description is a written document that provides all the details about what a job involves. It is usually prepared by the human resource department with input from the manager of the department which has the vacancy. It will be sent to anyone interested in applying for the job and should help to attract the best applicants for the job. A job description needs to include:



- ▶ Job title - for example, Accounting Clerk.
- ▶ The main duties of the job - for example, recording of financial transactions and the handling of financial information.
- ▶ The department the job is in, such as the finance department or production department.
- ▶ Responsibilities – what the job holder is responsible for supervising/managing.
- ▶ Accountability - who the job holder reports to.
- ▶ Working conditions, hours and wages or salary.
- ▶ The name and location of the business organization.
- ▶ An example of a simple job description is shown in Figure 2.3.7.



Activity (2.3.4)

Look at the people in the photographs. For each one, discuss and write down:

- ▶ the job you think the person has.
- ▶ the key tasks and activities you think the person will perform.
- ▶ the skills and qualities that the person doing the job should have.



Title:	Accounting Clerk
Job purpose:	To join the accounting team in the recording of financial transactions and the handling of financial information.
Location:	ABC Trading Co., Manama
Responsibilities:	
	<ol style="list-style-type: none"> 1. Matching, batching and coding invoices. 2. Matching invoices to purchase orders. 3. Arranging payments through cheques and BACS. 4. Allocating items of expenditure to cost centers. 5. Dealing with internal expense claims.
Department	Finance Department
Responsible for:	Accountant Assistant
Accountable to:	Finance Manager
Salary:	BD 530–850 depending on experience.
Hours and conations of work:	
	<ul style="list-style-type: none"> - 40 hours per week (7:30 am – 4:30 pm) - 5 weeks' holiday a year.

Figure 2.3.7: Example of a Job Description



Important Points (2.3.2)

- ▶ The main purpose of a job description is to show clearly what is expected of an employee.



Activity (2.3.5)

- ▶ Choose a job you would like to do when you complete your studies.

**Commerce
Teacher**

**Human resource
Manager**

**Motor vehicle
mechanic**

- ▶ Find out as much as you can about your chosen job using the Internet, civil service bureau in Kingdom of Bahrain, looking at job advertisements in newspapers and/or from someone you know who does/did the job you have chosen. Use this information to develop a job description for the job.

Notice Board:

A notice is normally used to display factual information which is open to anyone to read, such as health and safety regulations, training courses, or work celebrations and parties. Notices are normally displayed in prominent places. An example of notice board is shown in Figure 2.3.8.

Tips (2.3.2)



- ▶ Notices provide a cheap way of communicating the same information to a large number of people but they may not be read, or may be ignored.



Figure 2.3.8: Example of a Notice Board

Key Terms

Memorandum – A memo is used to record and transmit short but important messages within an organization.

Letter Head – A special kind of paper used for official correspondence from one office to another. It shows the logo, name and address, phone number, and other details of a company. It may be printed in many colors.

Salutation - The way a person is addressed in a letter.

Complimentary Close – The way a letter is closed or finished.

Reference – It is used in business letters to show a record of previous correspondence. It may contain alphabets of a person, file number, or any other information related to the letter.

Enclosure – It is any other document included with a letter. It is shown by typing the letters ENC at the bottom of the letter after a complimentary close.

E-mail – It's a fast and cost-effective methods of sending messages and information to one or many receivers at the same time using the internet.

Report – It's written account in a standard format of what has been investigated, discussed or done.

Invoice – This is an official form sent to customers requesting payment for goods which the business has supplied.

Job description – It's a document that shows clearly the tasks, duties and responsibilities expected of a worker for a particular job.

CHAPTER 3

Oral Communication





3.1

Oral Communication in the Workplace

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ define the term "oral communication".
- ▶ recognize the advantages and disadvantages of oral communication.



Lesson Outline:

- ▶ Oral communication
- ▶ Advantages and disadvantages of oral communication

Key Words:

- ▶ Oral communication
- ▶ Listening
- ▶ Hearing

3.1 Oral Communication in the Workplace



Getting Started

The following situations occur every day in business. All of them involve communication. Imagine you are a manager of the company in the situations below. In each case identify and write down:

- ▶ Who do you need to communicate with?
- ▶ Why you need to communicate with them?
- ▶ What information do you need to communicate?
- ▶ What is the best way of communicating the information to them?

Some new fire-fighting equipment has been installed in the company. How would you make sure that other managers and employees know how to use it in case of an emergency?

You take an important phone call for a work colleague who has gone out for lunch. You need to leave shortly for a meeting and it is unlikely that your colleague will return before you go. How would you make sure that your colleague gets the message?

Introduction:

Oral communication is the process of expressing information or ideas by word of mouth. Learn more about the types and benefits of oral communication, and find out how you can improve your own oral communication abilities.

Oral Communication Defined:

It is the exchange of ideas or information by spoken words in a business setting; it can take place between two people or within groups at every level of every kind of organization.

Oral communication involves the skills of listening and speaking, both of which are essential if messages are to be successfully conveyed and received.



Tips (3.1.1)

- ▶ Successful communication cannot occur if listening is poor.
- ▶ Like the communication process as a whole, the listening process is subject to barriers, such as distraction, aggressiveness.



Important Points (3.1.1)

- ▶ Hearing is not listening. Hearing is a physical act; everyone who is not physically impaired, hears without a conscious effort. Listening is a complex mental process. A person listens as follows:
 - ▶ He/she physically hears some audible signals, decides to pay attention to it, gives it a meaning, decides if it is important, decides whether or not to remember it and then responds to it.



Activity (3.1.1)



Use references available to you to:

- ▶ develop a model of the listening process.
- ▶ find out more barriers to effective listening.
- ▶ suggest solutions to overcome such barriers.



Reading (3.1.1)

Types of Listening

In order to become a better listener, it may be helpful to be knowledgeable about different types of listening skills. The following information is useful but not an exhaustive list of the varied listening competencies:

▶ **Comprehensive listening**

Comprehensive listening skills involve listening to learn, understand, and remember new information. College students especially use these skills in studying, remembering instructions, understanding lectures, or recalling assignments.

▶ **Evaluative listening**

This type of listening is used to make critical and logical decisions about what is being stated. For example, when listening to a persuasive speech on a controversial topic, evaluative listening should be used in order to make a decision about the validity of the speech.

▶ **Appreciative listening**

Listening to the radio, a concert, a play, or a myriad of other sounds just for the sheer pleasure of it constitutes an appreciative listening.

The advantages and disadvantages of oral communication are outlined in Table 3.1.1.

Advantages	Disadvantages
▶ Information can be quickly sent.	▶ A record of message may not be kept.
▶ Allows immediate feedback.	▶ In a meeting, some people may not listened.
▶ Can use body language/gestures to support message.	▶ Negative body language may create a barrier.
▶ Allow you to give same messages to many people at the same time.	▶ Face-to-face meetings are not always possible.

Table 3.1.1: Advantages and disadvantages of oral communication



Activity (3.1.2)

- ▶ Observe two people in conversation in such a way that they will be unaware of you. How many barriers can you see operating in the listening process? Identify them and explain why they are barriers.

Purpose of Oral Communication:

Generally speaking, people talk to each other at work to get a job done. But there are other reasons, such as:

- ▶ To get information we need and give information that others need.
- ▶ We use persuasion to influence others to feel certain emotions and attitudes or to do certain things.
- ▶ To reduce conflicts, solve problems, make decisions.
- ▶ Sell customers and/or deal with their complaints.
- ▶ To motivate people.



Activity (3.1.3)

- ▶ Make a list of reasons or purposes which make you communicate with other students.
- ▶ Present these reasons to your class for discussion.

3.2

Method of Face-to-Face Communication

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ describe strategies for a successful face-to-face communication.
- ▶ use effective face-to-face communication in presentations and interviews.

Lesson Outline:

- ▶ Rules of face-to-face communication
- ▶ Methods of face-to-face communication

Key Words:

- ▶ Presentation
- ▶ Interview



3.2 Methods of Face-to-Face Communication



Getting Started



Watch the above video carefully and then answer the following questions:

- ▶ What type of communication can you see in the video?
- ▶ What is the communication method His Royal Highness Prince Salman bin Hamad Al Khalifa, the Crown Prince and Prime Minister of Bahrain used in the video?
- ▶ What are the different forms of oral communication in the previous video?

Introduction:

In face-to-face communication both the sender and the receiver can communicate in a direct manner, and can discuss and argue on all the relevant points. It also helps the listener in getting to know more about the intentions of the sender by studying his/her body language and eye contact patterns.

Spoken communication in Practice:



"You should know what you have to communicate, or what question you wish to ask (idea). You should always have a clear idea of what you want in exchange to achieve (outcome). Then you have to find the best words to express the content of your communication (expression). Whenever you talk to someone or a group of people, observe their

reactions (feedback). After you have made a point, your listener will usually respond to it (reply). In doing so, he or she will repeat all the stages:

- ▶ defining the idea to be conveyed,
- ▶ thinking about the desired outcome,
- ▶ expressing the idea,
- ▶ watching your reaction.



Tips (3.2.1)

Whenever you are communicating face-to-face, you *give and receive* information in three ways:

- ▶ Through the words you hear and speak.
- ▶ Through your tone of voice.
- ▶ By body language (frowning, smiling, eye contacts ... etc).



Activity (3.2.1)

- ▶ Make a list of the ways you could communicate with someone using spoken words.

Methods of Face-to-Face Communication:

There are several methods of face-to-face communication such as presentations, interviews, meetings and over the phone. In this chapter presentation, interview, and over the phone are discussed in detail.

Whereas meeting will be discussed in chapter 4.

Over the phone: see Lesson .3.3, page 68.

1. Presentation:

It is the modern, business equivalent of the formal lecture, in which one person talks to a group of people about a topic of business interest. As it is formal, a presentation has to be prepared and delivered with considerable care. To prepare for your presentation you need to:

- ▶ prepare your materials. Your speech should contain three main parts:



- an introduction,
 - the body (the main topic),
 - a conclusion (what you expect the audience to remember or do).
- ▶ practise your material over and over again in your mind or before a member of your family, friends or even a mirror.



Important Points (3.2.1)

When practising (and delivering) your presentation, you should be aware of the way you speak. Ask yourself questions such as:

- ▶ Can people hear me? (volume)
- ▶ Am I speaking too fast or too low? (rate)
- ▶ I vary my voice level when I am speaking? (pitch)
- ▶ Do I say my words correctly? (pronunciation)
- ▶ Does my voice reveal my attitudes and feelings? (tone)
- ▶ Do I use suitable aids?
- ▶ Do I use annoying speech habits?



Activity (3.2.2)

- ▶ Choose a subject for a presentation before your class. Use visual aids if necessary. Deliver your presentation to the class. Listen carefully to your class for the weaknesses, if any.

Technology is now changing the physical characteristics of oral presentations. For example, by presenting via a videotape, an interactive television, or the internet rather than in person.

2. Interviews:

An interview is a conversation between two or more persons in which the interviewer asks the questions to which the interviewee responds. Of course, the interviewee can also ask questions. One of the most types of interviews is the job interview.





Ideally an interview should be a two-way process, when the applicant talks with the interviewer about his/her accomplishments and future aims. It helps if both interviewee and interviewer have prepared well in advance. The interviewer should start by checking basic facts from the application form or resume, then ask questions to assess the applicant's interest in the work and their ability to cope with the job. The applicant should then be given the opportunity to ask questions before the interview is concluded.

Two-way process:
See Lesson 1.1, page 16.

Plan for a successful job interview by:

- ▶ Practising interview questions (questions are fairly straightforward and not difficult to answer):
 - Why did you decide to apply for this job?
 - What interests you about this job?
 - What subjects did you enjoy most at school/college?
- ▶ Preparing your own questions (questions you may have about the organization or the job):
 - Will I be able to continue to develop my IT skills?
 - What are the exact hours of work?
 - If I worked hard, could you say what my promotion prospects might be?
- ▶ Dressing for success (making a good first impression).
- ▶ Listen carefully and think before speaking.
- ▶ Be aware of the nonverbal signals you are communicating through your body language.
- ▶ Control your nervousness by being well prepared, well equipped, and on time.
- ▶ Thank the interviewer before leaving.



Nonverbal:
See Lesson 1.2, page 23.



Activity (3.2.3)

You and two of your classmates are a committee assigned to select candidates for the post of a sales representative.

- ▶ Carry out interview with candidates.

3.3

Telephone Communications

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ recognize the importance of the telephone in business.
- ▶ clarify when to call.
- ▶ describe the proper techniques for receiving and relaying messages by telephone.
- ▶ describe how to take a complete telephone message.



Lesson Outline:

- ▶ The importance of telephone
- ▶ When to call
- ▶ Telephone etiquette
- ▶ Taking a message



Key Words:

- ▶ Telephonist
- ▶ Caller
- ▶ Etiquette
- ▶ Message sheet



3.3 Telephone Communications



Getting Started

Amal is a telephonist. It was a very busy day. She must write a report, answer the phone while her manager is in the meeting and file the documents. She received 10 calls with different messages for her manager, some calls were urgent. One phone call conversation was the following:

Hello, yes? We are very busy, call later. Bye



Amal: “Hello, yes? We are very busy, call later. Bye”.

Her boss Mr. Rashid came to her after the meeting and asked her if there were any telephone messages. She remembers only 4 messages.

- ▶ What is Amal’s job?
- ▶ What are the mistakes that Amal did?
- ▶ What suggestions would you give to Amal to overcome her mistakes?

Introduction:

The telephone is vital to any business. Employees at every level, depend on the telephone to contact their business. One recent study indicated that the telephone is the communication channel preferred by business managers. In this lesson, we will examine the telephone as a means of communication in a business setting.

The Importance of Telephone:

The fixed telephone (or landline), mobile telephone and also tablets and computers are vital pieces of equipment in modern businesses. They allow managers and employees within an organization to talk to each other, to their customers, to suppliers and to other organizations, almost anywhere in the world and at any time of the day. The cost of equipment and calls can be expensive but they save on time and money when compared to other forms of communication.

Activity (3.3.1)

- ▶ In groups, decide what are the main advantages and disadvantages of the telephone in a business setting.

When to Call:

Like any other tools, the telephone is only effective when it is used in the right situation. The following table shows examples of different situations in which the use of telephone can be suitable or unsuitable:

Suitable	Unsuitable
▶ Speed is important.	▶ The subject is highly confidential.
▶ You need to discuss something with someone and cannot do so in person.	▶ Full written record of an exchange is needed.
▶ To discuss documents in details but holding a meeting is impossible.	▶ The subject is complicated and needs to be considered carefully and at some length by the other person.

Table 3.3.1: When to use a telephone call

Tips (3.3.1)

- ▶ Some situations demand a combination of a telephone call and a letter. The most usual practice is to send a letter of confirmation following the call, to provide a record of what has been said or agreed on.

Activity (3.3.2)

- ▶ Think of other situations in which a telephone is invaluable and other situations in which it is not suitable.

Telephone Etiquette:

Telephonist or Telephone Operate or is a person who receives telephone calls in an office. Hi s/Her job is to answer all the telephone calls and transfer them to extensions that are requested by callers. A caller is a person who calls from outside.



Good telephone manners are an essential and a very important part of a telephone operator's job. He/She should always be polite and helpful to the callers, because he/she is the first link between the caller and the office or the business.

Telephone etiquette relates to the correct way to answer the telephone in a business environment. The main points to note are given in the table 3.3.2.

Receiving a call	Making a Call
▶ Answer promptly with your organization's standard greeting, and identify yourself or your department.	▶ Check you know the reason for making the call.
▶ Sound pleasant and cheerful and listen carefully.	▶ Write down the information you must give or find out.
▶ Have a pen and notepad to hand.	▶ Introduce yourself and explain why you are calling.
▶ Write down the name of the caller, the person they want to speak to and the reason for their call.	▶ Do not use slang or jargon such as 'OK' or 'Bye'.
▶ If you cannot help, pass the call to a colleague or take a message.	▶ Do not gabble. Ask the other person to slow down if they speak too quickly.
▶ Ask the caller to spell their name if it is unusual.	▶ Ask people to spell unusual words.
▶ Check you have the caller's number before you ring off.	▶ Say figures in pairs as they are easier to understand, for example, 12-78-97, not 127-897.
▶ Say 'Thank you for calling' at the end of the call.	▶ If you mishear something, never say 'What?' Say 'Sorry, could you please repeat that?'.
▶ Pass any message on promptly.	▶ Write down the information you receive.

Table 3.3.2: Telephone etiquette when you are receiving or making a call



Tips (3.3.2)

- ▶ If a wrong number is dialed, do not cut off the call. Apologize for your mistake and then end the phone call.



Important Points (3.3.1)

- ▶ When making a call say:
May I speak to Mr. "Talal Khaled", please?
Do not say: "Is Mr. Talal Khaled in?"
- ▶ When dialing a wrong number, apologize for the mistake by saying:
"Sorry, I must have dialled the wrong number."



Figure 3.3.1: Some appropriate statements when answering a call



Important Points (3.3.2)

- ▶ Proper telephone etiquettes in a professional business setting begins by stating the company's name first followed by a greeting and the name of the individual answering the call. The caller should know that he/she has dialed the correct number.

Example: "ABC Company, Good Morning, this is Sara".



Tips (3.3.3)

- ▶ A telephone etiquette dictates that the person who calls is the one who should end the conversation.
- ▶ A good technique for ending the call is by saying:
"Thank you for calling Company / Office"
OR "Thank you for calling or Goodbye" not "bye bye".



Activity (3.3.3)

- ▶ Find out what standard telephone greeting is in your school office. Then listen to those used by other organizations.
- ▶ Prepare a list of TEN guidelines that should be followed when answering telephone calls.

Taking Messages:

Do not leave telephone messages to memory. It is not possible for anyone to remember all the details from all the callers. All messages should be written down on a printed form or on a sheet for each message as shown in Figure 3.3.1.



It is important to deliver the message as soon as possible and maintain confidentiality with all messages. Either turn the message over or fold them in half, so there is no danger that they can be read by other staff or visitors. The message sheets used in offices has the following details of the caller:

- ▶ Caller's name (get the correct spelling), company/department and number.
- ▶ Name of person for whom the message was left.
- ▶ Date and time.
- ▶ Action to be taken (i.e., "Please Call," "Will call back," or "URGENT").
- ▶ Message in short.
- ▶ Name of the person who received the call.



Important Points (3.3.3)

- ▶ A significant proportion of business calls involves the leaving and receiving of messages. Many times problems arise with this seemingly simple process. These problems include:
 - ▶ the message is not delivered to the appropriate person,
 - ▶ the message is incomplete or incorrect,
 - ▶ the message is delivered too late,
 - ▶ the message is misplaced,
 - ▶ the message is confusing.



Important Points (3.3.4)

- ▶ Accuracy and completeness are essential in recording telephone messages. If you are unsure of any item, politely but firmly ask the caller to repeat it.

For Message recipient (who the message is for)		Urgent <input type="checkbox"/>		
Date	Time			
Tells the receiver when the message was taken				
While You Were Out				
M	Person who called			
Of	Caller's company or organization			
Phone	Caller's contact number			
	AREA CODE	NUMBER	EXTENSION	
Action and status boxes	Telephoned	<input type="checkbox"/>	Please call	<input type="checkbox"/>
	Came to see you	<input type="checkbox"/>	Returned your call	<input type="checkbox"/>
	Will call again	<input type="checkbox"/>	Wants to see you	<input type="checkbox"/>
Message				
Written message				
<hr/> <hr/> <hr/>				
Signed	Name of the person who received the call			

Figure 3.3.2: Message Sheet



Activity (3.3.4)

- ▶ With the help of your teacher, design a message sheet on the board and let your classmates complete the details one by one.
- ▶ Copy the message created on the board and save it in your workbook on page 73.

Telephone Message Templates:

Since most of the offices are connected to e-mails here is a sample of an e-mail message sheet template shown in Figure 3.3.2. The telephone operator or secretary can fill the sheet on the computer and send it to the person required using his/her e-mail address. It is very similar to paper sheets used by offices.

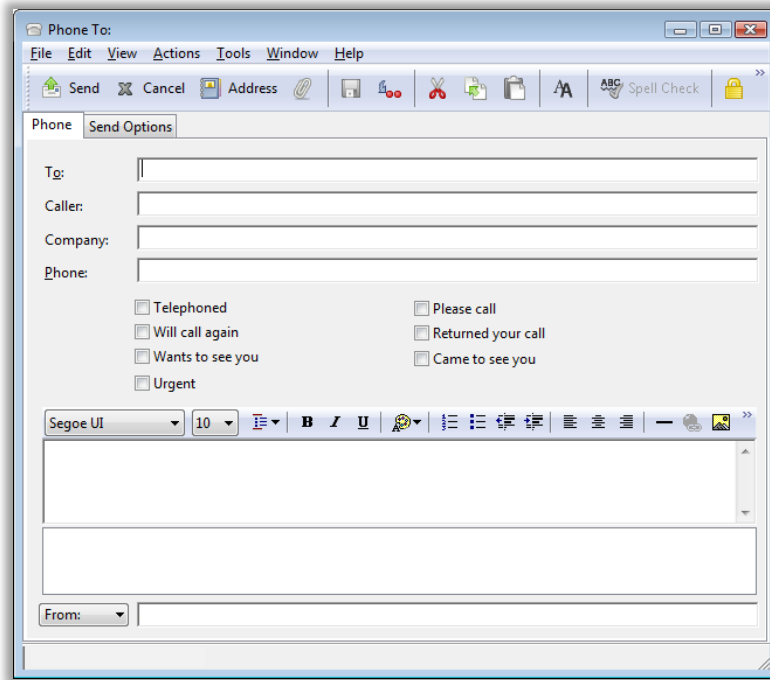


Figure 3.3.3: Message Sheet E-mail Template



Key Terms

Oral Communication – It is the exchange of idea or information by spoken words in business.

Presentation – It is the practice of showing and explaining the content of a topic to an audience or learners.

Interview – It is a kind of meeting which occurs when a conversation is with a purpose.

Meeting – It allows one or several persons to give information and ideas to others in a short period of time.

Body Language – Showing feelings and attitudes through usually unconscious gesture, expressions and postures.

Motivation – The factors that influence the behavior of employees towards achieving set business goals.

Extension Number - Any of two or more phones in the same house that share the same number, or any number of phones connected to a switchboard in a large building, such as an office.

CHAPTER 4

Business Meeting





4.1

Types of Meeting

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ define the term "meeting".
- ▶ compare between the types of meetings.
- ▶ identify the conditions of a valid meeting.

Lesson Outline:

- ▶ Meetings defined
- ▶ Types of meetings
- ▶ Validity of meetings

Key Words:

- ▶ Meeting
- ▶ Formal
- ▶ Informal
- ▶ Electronic meeting
- ▶ Quorum



4.1 Types of Meeting



Getting Started



Watch the above video carefully and then answer the following questions:

- ▶ Who was the person responsible for managing and controlling the meeting held in the video?
- ▶ How did the members of the meeting know about the time and place of the meeting?
- ▶ What aids have been used in this meeting to contact overseas members?
- ▶ Is this type of meeting formal or informal?

Introduction:

If you work for a company, you will most certainly be required to attend meetings. You may be required to attend daily, weekly, or monthly meetings. Depending on your position in the company, your entire day may be filled with them. When meetings are planned well and run correctly, they can be very productive. When they are not, they can be a waste of time and an annoyance.

Meetings Defined:

Meetings take place when two or more people come together to discuss one or more topics for the following purposes:

- ▶ to share information
- ▶ to evaluate ideas
- ▶ to develop plans
- ▶ to make decisions
- ▶ to create a document
- ▶ to motivate members





Activity (4.1.1)

- ▶ Define a 'meeting'.
- ▶ State THREE reasons why meetings are held.

Types of Meetings:

Business meetings can be formal or informal. The difference between the two, and the different types of formal and informal meetings, are summarized below.

1. FORMAL MEETINGS: meetings are conducted according to specific, predetermined which can include:

- ▶ the frequency with which the meeting should be held, whether annually, monthly and so on.
- ▶ the amount of advance notice that must be given.
- ▶ the number of persons that must be present (the quorum).
- ▶ the level of documentation that is needed, such as minutes, and written notice.
- ▶ the purpose of the meeting.
- ▶ the agenda.

Quorum: see Lesson 4.1, page 80.

The following are examples of formal meetings:

- ▶ General Meeting,
- ▶ Annual General Meeting (AGM),
- ▶ Extraordinary general meeting (EGM),
- ▶ Board Meeting and Committee Meeting,
- ▶ Statutory Meeting (between company and its shareholders).



These meetings will/always have a notice, an agenda, and minutes.

2. INFORMAL MEETINGS: are usually easier to arrange as there are no formal rules to follow, except those devised by the organization itself. Some meetings are held on a regular basis, such as a weekly departmental meeting to discuss new developments. Others are held for a particular purpose or to solve an urgent problem.

The main types of informal meetings are:

- ▶ **Staff meetings** between employees in the same, or different, departments. There may be a meeting of the entire staff to give them important information.
- ▶ **Departmental meetings**, which are held between a manager and their staff.



Activity (4.1.2)

- ▶ In groups, compose a comparison between formal and informal meetings according to the following criteria: time of conducting the meeting, the availability of the chairperson and secretary, keeping minutes, and examples.

In today's business world, both types of meetings can be held electronically.



VIDEO CONFERENCING: The internet and modern telephone systems can be used to send live video pictures as well as sound over very long distances. This means business meetings can be held between people located in different places in the world without the need to travel to meet face-to-face.



Reading (4.1.1)

Types of Formal Meetings:

General Meeting: A regular meeting of a company, society, association or union to which members are invited. General meetings held by companies include AGMs and EGMs.

Annual general meeting (AGM): An important yearly meeting to which all members or shareholders are invited. Many types of organizations hold it but it is a legal requirement for all public limited companies. All shareholders must be invited and must be sent a copy of the report and accounts.

Extraordinary general meeting (EGM): A meeting held to discuss any business with shareholders that cannot wait until the next AGM. It may be called by the directors or the shareholders and is usually held to discuss important changes or developments, such as financial issues.

Board and committee meeting: A board meeting is held regularly by the company directors to discuss organizational policy and decide future action. This first one must be held soon after a company is incorporated. All company directors must attend.

Statutory meeting: This is a meeting that must be held between a company and its shareholders soon after a company is incorporated. It is held to discuss the statutory report, which includes a short account of the company's finance since incorporation and its business plan.

Validity of Meeting:

For a formal business meeting to be valid (legal) (seen Figure 4.1.1), the following conditions must be met:

- ▶ A notice must be sent to all participants. This means that notices, or any way of communication to call someone to attend a meeting – must be sent in advance (1 to 2 weeks before the meeting).
- ▶ The availability of both the chairperson (a person who is responsible for managing, directing and controlling the meeting), and the quorum (the minimum number of participant (members), as specified by the regulations, that must be present at a meeting to make it valid).



Quorum (4.1.1)

- ▶ Quorum is the required minimum number of members needed to have a meeting.
- ▶ It must be held in accordance with the rules and regulations of the organization.



Activity (4.1.3)

- ▶ During the break, the president of AXY International Group saw some of the department's managers down the stairs. He informed them that he would like to hold a meeting the next day and asked them to inform the other managers of that meeting.
- ▶ Do you think that this meeting is valid? Justify your answer.

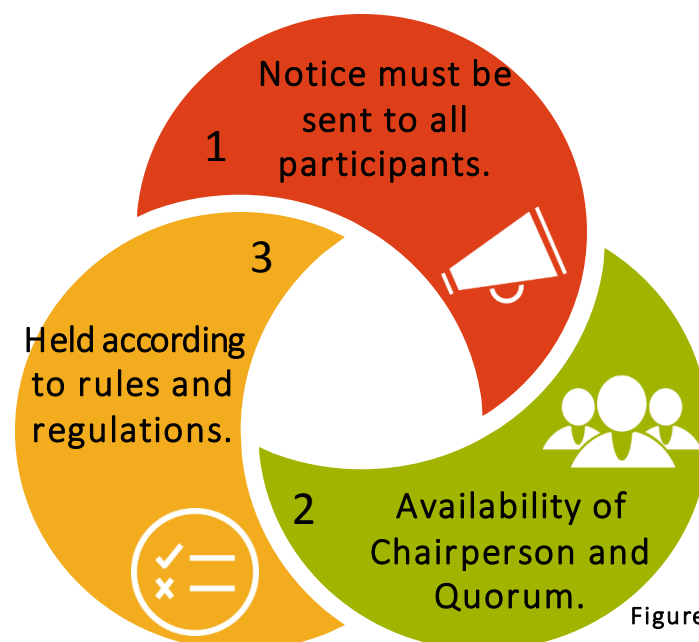


Figure (4.1.1): Validity of Meeting

4.2

Meeting Documents

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ describe the main parts of a notice, an agenda, and a minute.

Lesson Outline:

- ▶ Meeting documents

Key Words:

- ▶ Notice
- ▶ Agenda
- ▶ Minutes



4.2 Meeting Documents



Getting Started

Read the advertisement which was published in one of the newspapers:

- ▶ What do you think the advertisement represent?
- ▶ Who is the sender and receiver of the advertisement?
- ▶ When should you send this document?
- ▶ What are the important things that you should consider in this advertisement?

ABC LIMITED

Notice

Notice is hereby given that the 22nd Annual General meeting of ABC LTD. will be held at Awal hall in Gulf Hotel on MONDAY, 20th MAY, 20--, at 10:00 a.m. to transect the business set out in the notice convening the Annual General Meeting which will be sent to the Share Holders along with the explanatory statement under section 21 of Companies Act 2001.

For, ABC LIMITED

Introduction:

Organizing a meeting can be a monumental task in the workplace, and it requires several documents that will be discussed in this lesson.

Meeting Documents:

The documents used for a *formal meeting* include the following:

1. Notice:

It is any form of communication sent to the members of the meeting, to inform them of the time, date and location of a meeting. (see Figure 4.2.1)



Tips (4.2.1)

A notice is to inform the participants about the meeting, and it could be in one of the following forms:

- ▶ Written or typed advance notice
- ▶ Door-to-door handbills
- ▶ Press notice
- ▶ A notice boards
- ▶ Bill posting
- ▶ Broadcasting

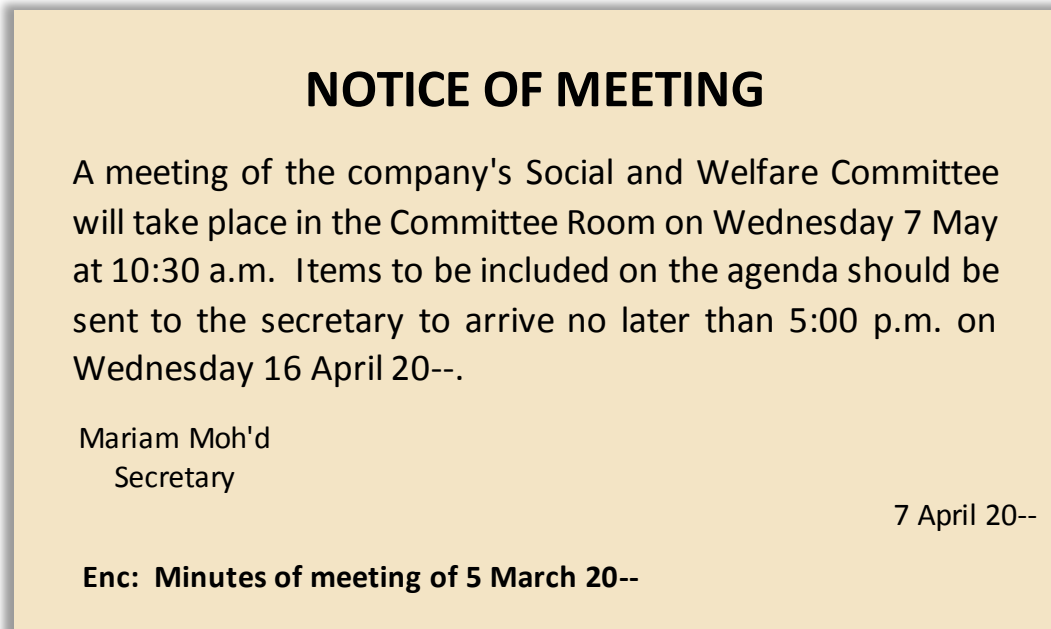


Figure (4.2.1): Meeting Notice

All notice forms must contain certain basic information, namely:

- ▶ The venue.
- ▶ The day, date and time of the meeting.
- ▶ The details of any special business to be transacted.
- ▶ The type of meeting, e.g. public, committee.
- ▶ The date of the notice.
- ▶ The convener's name.

2. Agenda:

An agenda is usually distributed to a meeting's participants prior the meeting, so that they will be aware of the subjects to be discussed, and are able to prepare for the meeting accordingly.

An agenda is usually headed with the date, time and location of the meeting, followed by a series of points outlining the order of the meeting. Some items on the agenda are fixed and some appear only for particular meetings.

A typical agenda contains the following fixed items:

- ▶ Welcome/open meeting.

- ▶ Apologies for absence.
- ▶ Approve minutes of the previous meeting.
- ▶ Matters arising from the previous meeting.
- ▶ A list of specific points to be discussed – this section is where the bulk of the discussion in the meeting usually takes place.
- ▶ Any other business (AOB) – allowing a participant to raise another point for discussion.
- ▶ Arrange/announce details of the next meeting.

AGENDA

For a meeting of the Social and Welfare Committee to be held in the Committee Room on Wednesday 7 May at 10:30 a.m.

1. Apologies for absence.
2. Minutes of the last meeting.
3. Matters arising from the last meeting.
4. Correspondence.
5. Report from recreational fund treasurer.
6. Staff medical insurance scheme.
7. Any other business.
8. Date of next meeting.

Mariam Moh'd
Secretary

22 April 20--

Figure (4.2.2): Meeting Agenda



Activity (4.2.1)

- ▶ Prepare a notice and an agenda for a meeting.
- ▶ Present your notice and agenda to your class for discussion.

3. Minutes:

The minutes are used to document all proceedings, from the start of the meeting to its conclusion. They are a permanent record of the decisions and activities of the organization. The minutes are vital because they:

- ▶ provide a full record of the discussion at the meeting.
- ▶ identify the actions taken or that should be taken, and by whom.
- ▶ record whether the goals have been achieved.
- ▶ assist in planning future meetings.

The minutes must contain:

- ▶ date, time and venue of the meeting.
- ▶ name of all attendees.
- ▶ apologies for absences, if given.
- ▶ name of the chairperson.
- ▶ purpose of the meeting.
- ▶ issues being discussed, usually in the order indicated on the agenda.
- ▶ decisions taken.
- ▶ date, time, venue and purpose of the next meeting.



Tips (4.2.2)

- ▶ Minutes should simply record and not interpret in any way.
- ▶ Record only the factual basis of the points raised.



Important Points (4.2.1)

- ▶ Minutes should be written in the past tense. You must also use the third person (which means you never write 'I', 'you', or 'we'). For example, you would not write 'we are deciding' but 'it was decided'.



Activity (4.2.2)

- ▶ You prepared a notice and an agenda in activity (4.2.1).
- ▶ Write the minutes of the meeting.

MINUTES

Of a meeting of the company Social and Welfare Committee held in the Committee Room on Wednesday 7 May 20— at 10:30 a.m.

Those Present: Ms. Mona Jassim (Chairperson)
Ms. Mariam Moh'd (Secretary)
Mr. Ali Abbas (Treasurer)
Mr. Khalil Ebraim, Mr. Nabeel Jabber, Mrs. Abrar Khalid,
Mr. Salman Ahmed, Mrs. Jenan Salem, Mr. Issa Ali, Ms. Khawla Mubark

Apologies for Absence:
were received from Mr. Abdulla Moh'd, who is attending a conference in Dubai.

Minutes of the Last Meeting:
Held on 5 March 20--, were probed as an accurate record by Mr. Nabeel Jabber, seconded by Ms Abrar and approved by the Committee.

Staff Medical Insurance Scheme:
Mr. Salman introduced this topic, speaking to a paper giving full details of the scheme as suggested by the Board of Directors and circulated to the committee members (see Appendix 1 of these minutes). The scheme would operate by deduction of contributions from pay at a standard rate, and contributors would receive a range of benefits including private health care and compensation for loss of earnings through illness.

Mrs. Jenan welcomed the scheme, but Mr. Issa had reservations, feeling that the deductions should be varied in amount, to enable those who wished to insure for higher rates of benefit. Mrs. Jenan disagreed strongly, seeing the scheme as a further way of breaking down barriers between management and employees.

After a full discussion, it was proposed by Mrs Jenan and seconded by Mr. Khalil that the opinions of all employees would be sought by means of a questionnaire. An amendment that the questionnaire should also ask if employees would prefer a standard or variable rate of contribution was proposed by Mr. Nabeel and seconded by Mrs. Abrar and Mr. Salman.

The decision was passed by six votes to three, and due to the motion that the circulated questionnaire produced, it was then passed unanimously.

Any Other Business:
Ms. Khawla raised the question of maternity and paternity leave for all staff. After a brief discussion it was agreed that this can be placed on the agenda for the next meeting.

Date of the next meeting:
This was fixed for Wednesday 7 July at 10:30 a.m.

The Chairperson declared the meeting closed at 12:07 p.m.

Figure (4.2.3): Meeting Minutes



Reading (4.2.1)

Principle of Taking Minutes

If you are called upon to take notes and produce minutes for a meeting, follow these basic principles:

- ▶ Do not write all the time. Spend plenty of time listening, following the general points which are made.
- ▶ Record the important points about the topic when the discussion moves to another topic, when arrangements are being made for a vote, or at other times when the discussion is less concentrated.
- ▶ Always think about the main points, not individual words.
- ▶ Take care to record the exact wording of every motion and amendment.
- ▶ Check your notes carefully after the meeting and write out in full any abbreviations you may have used before you forget what they stand for.
- ▶ Go through the minutes with the chairperson to see if you both have the same impression of what happened at the meeting.
- ▶ Write up the minutes in a simple, factual style.

4.3

Stages of a Meeting

Learning Objectives:

By the end of this lesson, the student should be able to:

- ▶ discuss how to conduct each stage of business meetings.
- ▶ list the roles in relation to meetings.

Lesson Outline:

- ▶ Stages of meeting
- ▶ Roles in a meeting

Key Words:

- ▶ Chairperson
- ▶ Participant (member)
- ▶ Vote



4.3 Stages of a Meeting



Getting Started

Imagine you were a secretary in ABC Company and your manager required you to prepare for a meeting. Your manager Mr. Salman Ahmed asked you to arrange a board of director meeting next week inviting all department managers.



- ▶ List some tasks that have to be completed before the meeting.
- ▶ List some tasks that must be done on the day of the meeting.
- ▶ State some of the procedures that are done after the meeting.
- ▶ What documents will you need to send to the participants before the meeting?
- ▶ What documents should you send after the meeting?

Introduction:

A few key elements should be considered when planning for a productive meeting. Organizing an effective meeting is an important task that involves preparing, conducting and contributing valuable ideas, resources and information in order to be successful.

Stages of a Meeting:

As it is shown in figure (4.3.1), a successful meeting requires work in advance, continued effort throughout the meeting, and a final follow-up and review.

STAGE 1: Before the Meeting:

Much of the success of any meeting depends on the preparations for it. Good planning includes:

1. Determining the purpose of the meeting:

Every meeting should have a clear purpose. Determining whether the purpose is to define a problem, seek solution, share information, or exchange feelings about an issue helps to determine the type of meeting to hold, who should participate, and other important factors.

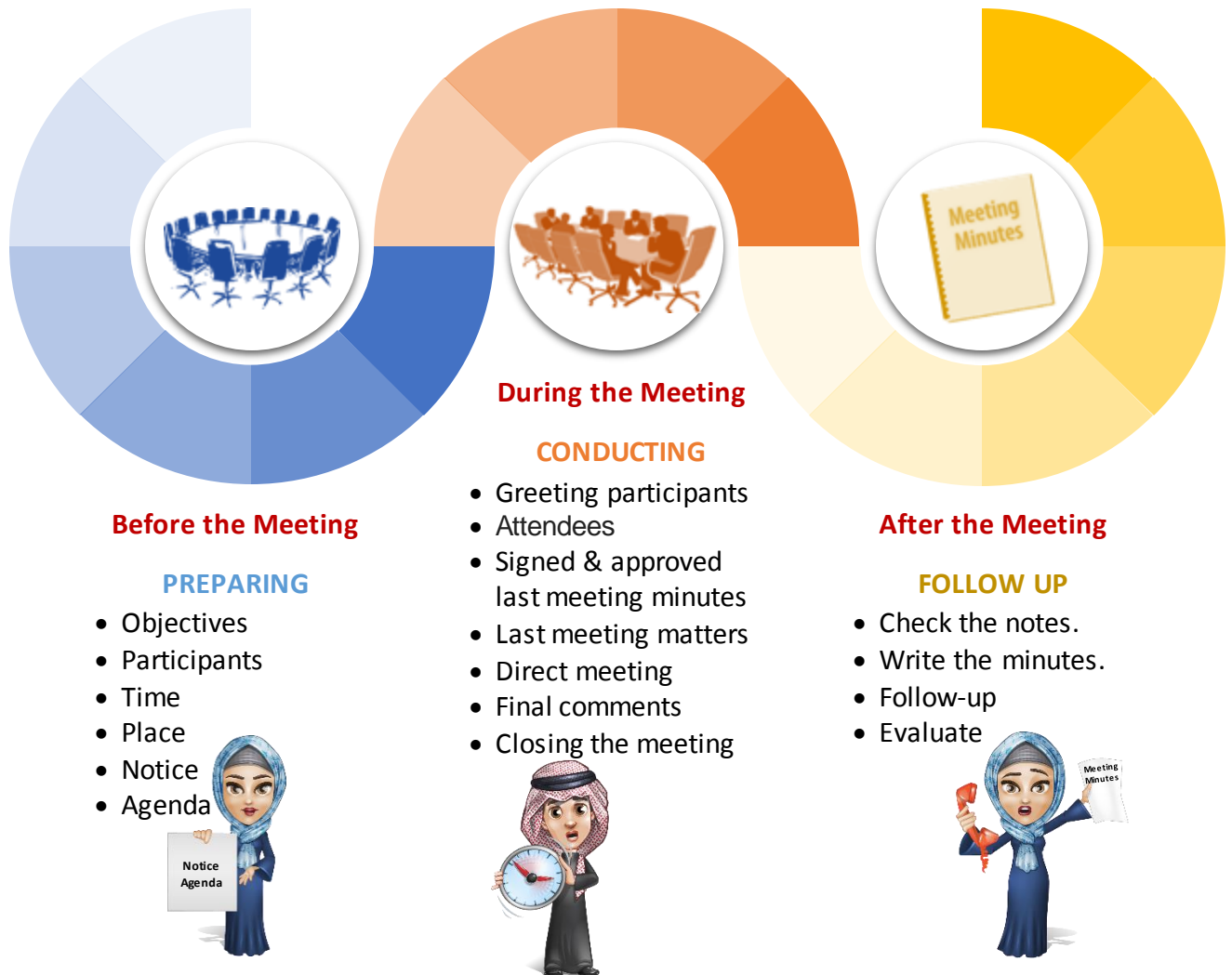


Figure (4.3.1): Stages of a Meeting

2. Selecting the participants:

The only participants who should be invited are those whose attendance is really necessary and who can contribute to the achievement of the objectives.

3. Choosing the time:

The selection of the meeting time is very important. The first consideration should be given to the availability of the chairperson and enough time for adequate preparations.

4. Selecting the place (Venue):

Many chairpersons pick the most convenient place to hold a meeting. Several factors should be considered in selecting the right place:

- ▶ the availability of the meeting room at the time of the meeting
- ▶ an appropriate size of the meeting room to comfortably accommodate the participants as well as any audio/visual aids
- ▶ appropriate furniture
- ▶ adequate lights and ventilation
- ▶ absence of any form of interruption and destruction (noise and telephones).
- ▶ cost.



5. Sending a notice to participants:

To inform the participants about the meeting, you should send a notice. It could be in any form (as discussed in lesson 4.2).

6. Creating the agenda:

Copies of the agenda and all related materials should be distributed a week in advance of the meeting, so that the members can prepare.

STAGE 2: During the Meeting

The chairpersons should be aware of the following steps during the meeting:

- ▶ Establish friendly atmosphere by greeting the participants before the meeting.
- ▶ Direct the flow of the meeting:
 - Start the meeting on time.
 - Use the agenda to guide the group.
 - Encourage member participation.



- ▶ Make sure that the secretary or the meeting reporter is writing notes of the meeting, which is called minutes.
- ▶ Present final comments by asking for a vote on key issues and summarizing decisions.
- ▶ Close the meeting:
 - Tell participants the time, place, and objectives of the next meeting.
 - Thank the group for their participation.



Reading (4.3.1)

Votes may be taken in different ways:

- ▶ **Show of hands** – one for each member– the most usual at ordinary meetings
- ▶ **A poll** where every member would have to sign a paper for or against
- ▶ **A division** as in parliament, where members set into separate lobbies representing opposing parties.
- ▶ **Secret ballot** as with elections, both local and national, where a cross is marked opposite a name or an alternative and the slip is placed folded in a box.



Activity (4.3.1)

- ▶ During one of the meetings of ORG Company Ltd. The chairperson Mr. Khaled Abdulla faced the problems listed below.
 - A participant makes comment and asks questions that are off the topic.
 - Side conversations take place between two participants.
 - Two or more participants argue with each other.
- ▶ After your groups discuss each problem and suggest solutions for it.
 - Present your solutions to the other groups.
 - How many solutions do you share with the other groups?



Tips (4.3.1)

Here are some ways in which a participant can help in running a productive meeting:

- ▶ Arrive on time.
- ▶ Listen to the ideas of others.
- ▶ Be well prepared.
- ▶ Help the chairperson control the meeting.
- ▶ Stay on the subject.
- ▶ Pay attention.
- ▶ Do not cause problems for the chairperson.
- ▶ Avoid side conversation.

STAGE 3: After the meeting:

After the meeting is over, the chairperson has several issues to consider:

- Check the notes made by the secretary before the final minutes are written.
- Follow up to see that the appropriate actions are taken.
- Evaluate the meeting.



Activity (4.3.2)

- ▶ Attend a meeting (at your school, local company or the parliament) and compare the procedures and roles in such a meeting with what you have learnt in this chapter.

Roles in a Meeting:

There are two important roles within a meeting, the meeting chairperson and the secretary. The other roles are for the members, which are all the participants of the meeting. In this section, we will discuss the role of the following:

Chairperson:

A good chairperson makes all the difference to the running of the meeting, the amount of business it gets through, the atmosphere that prevails and the ease with which the secretary can prepare for the event. Ideally, a chairperson is nominated because of his/her expertise and skill in managing people.

The duties of a chairperson involve the following:

- ▶ Knowing the rules, regulation and procedures relating to the meeting – particularly what is allowed and what is not.
- ▶ Starting the meeting on time.
- ▶ Ensuring that apologies are recorded from people who cannot attend.
- ▶ Ensuring that all participants know each other and introducing any new participants.
- ▶ Stating the 'ground rules' that apply and follow meeting protocol.
- ▶ Following the agenda.
- ▶ Providing relevant background information on a topic and encouraging discussion.
- ▶ Ensuring that everyone has the opportunity to putting forward their views, but not to talk for too long.
- ▶ Summarizing the discussion and put forward the action to be taken.
- ▶ Arbitrating – using their casting vote – if there is deadlock between members.
- ▶ Closing the meeting properly and on time.
- ▶ Checking, approving and signing the minutes afterwards.

Secretary:

The secretary is in control of scheduling the meetings as needed, taking the minutes, and if there is any necessary follow-up, he/she is tasked with this as well.



Activity (4.3.3)

- ▶ List FOUR responsibilities of the chairperson during a meeting and FOUR responsibilities of the secretary.



Key Terms

Quorum – The smallest number of people needed to be present at a meeting before it can officially begin and before official decisions can be taken.

Formal Meeting – A planned meeting that is held at specific time with the availability of a chair and a secretary.

Informal Meeting – Unplanned meeting that could be held at anytime.

Video conferencing – Meeting to be held by using technology between several people in different locations.

Annual General meeting (AGM) – A statutory meeting held once a year at which the organization's entire membership is eligible to attend.

Agenda – A list of the topics to be discussed in a meeting.

Minutes – It's a written record of all the issues that have been discussed in a meeting.

Apologies for absence – Excuses given in advance for inability to attend a meeting.

Chairperson – The person given the authority to conduct a meeting.

Participant – A member who has to attend a meeting.

