

BUSINESS COMMUNICATION FOR MANAGERS

SECOND EDITION

PAYAL MEHRA

Communication has evolved over the years as face-to-face interactions of the past have given way to technology-driven channels of communication in present times. Communication audit, crisis communication, financial communication, communication beyond boundaries, and corporate communication are the new buzzwords in the language of business.

The second edition of *Business Communication for Managers*, aimed at all MBA students, begins by briefly analysing the various theories of communication. It demonstrates methods of effective communication through examples, real-life scenarios, and role-plays. It adopts a multi-dimensional and integrative approach to solve communication dilemmas at the workplace and touches upon the thoughts related to attention, perception, empathy, and professionalism.

NEW TO THIS EDITION

- ▶ Indian case studies have been added at the end of chapters.
- ▶ Interviews and comments of seasoned professionals, on "what constitutes effective communication at the workplace", have been included.
- ▶ Pedagogical features, such as Information Bytes, Exhibits, Summary, have been added to make the text more lucid and interesting for the reader.
- ▶ Web-based exercises contains analytical as well as comprehensive questions that students have to answer with the help of information from various websites and online resources on business communication.



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Second Edition

PAYAL MEHRA
Indian Institute of Management Lucknow

 **Pearson**

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Preface

The value of communication, particularly in business situations, cannot be overemphasized. It is the bedrock on which all important organizational functions are based. It facilitates interaction at personal, interpersonal, and team levels for the fulfilment of organizational goals and objectives.

The second edition is an improvement on the first edition in that short cases have been added to each chapter (except chapter 2 and 14). This would enable the readers to have practical insights on the realities of communication at the workplace. The second edition also includes interviews and comments of seasoned professionals, on "what constitutes effective communication at the workplace". I hope that you enjoy reading the second edition; feel free to pen down your comments and suggestions to me at: payal@iiml.ac.in

COMMUNICATION IS EVOLVING RAPIDLY

Communication has evolved over the years. Face-to-face interactions of the past have given way to technology-driven channels of communication in present times. Communication audit, crisis communication, financial communication, communication beyond boundaries, and corporate communication are the new buzzwords in the language of business.

It is not difficult to predict the new frontiers of business communication. In a borderless world (well, almost), technology will dictate the form of communication, making it necessary for us to revisit the norms of direct and indirect communication. A few experts also predict the gradual demise of face-to-face interaction in business situations. Whatever the case may be, the message—with its focus on what is to be said, how and when it is to be said, and at what cost—is becoming the uncrowned king of business communication. Regardless of the channel, form, and language used, designing messages to achieve the objective of the organization is the crux of business communication. This is why it is imperative for management students to learn how to communicate effectively in a business environment. For this to happen, management students need to understand and appreciate the concepts that underlie workplace communication, and this book is an endeavor in this direction.

Business Communication for Managers, aimed at all MBA students, begins by briefly analysing the various theories of communication because I believe that a sound theoretical knowledge always helps to improve one's grasp over the practical aspects of communication. It demonstrates methods of effective communication through examples, real-life scenarios and role-plays. It adopts a multi-dimensional and integrative approach to solve communication dilemmas at the workplace and touches upon the thoughts related to attention, perception, empathy, and professionalism.

STRUCTURE OF THE BOOK

Chapter 1, "Introduction to Business Communication", introduces students to the value of communication in the business world and talks about barriers to the same.

Chapter 2, "Theories of Interpersonal and Organizational Communication", presents the various theories associated with communication, and discusses why it is good to have a sound knowledge of communication theories in order to communicate effectively.

Chapter 3, "Interpersonal Communication", explores the complexity of interpersonal communication as well as the key issues about relationships that influence the same.

completely useless. Your team leader Ankush is furious with you when he realizes that you haven't kept any written record of your discussions. You decide to talk to him, explaining what happened.

Ask someone from your group to play the part of Ankush. What are the main points you would like to convey to him and how will you do it? How will you ensure that this doesn't happen again?

Chapters to go through before attempting this: Chapter 1, "Introduction to Business Communication"; Chapter 3, "Interpersonal Communication"; Chapter 10, "Introduction to Business Writing".

The Dilemma over E-mails

You work for a reputed financial firm and are good at your job. However, there is one problem that you face regularly. You can never be sure whether to use "I" or "we" while writing official e-mails. You prefer to write "we" but are aware that your teammates always use "I" even when there are other people working on that project with them. However, over a period of time, you realize that your manager, Farooq, has developed an opinion that you are not contributing as much as the other members of the team are. During your appraisal, he gives you the feedback that you are not stepping up to take enough responsibilities. You think this opinion stems from the fact that you use "we" in your mails. You decide to talk to Farooq and clear his misconception.

Choose one of your batchmates to play the part of Farooq. How will you convince him that you take enough responsibilities? As a hard working employee, how will you ensure that something like this is not repeated?

Chapters to go through before attempting this: Chapter 3, "Interpersonal Communication"; Chapter 10, "Introduction to Business Writing"; Chapter 12, "Business Letters, Memorandums, and E-mails".

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