



Course Learning Outcomes for Unit III

Upon completion of this unit, students should be able to:

3. Develop a fundamental management practice by reflecting upon existing skills.

Reading Assignment

Chapter 5:

Business Communication: Creating and Delivering Messages That Matter

Chapter 14:

Management, Motivation, and Leadership: Bringing Business to Life

Click [here](#) to access the Chapter 5 presentation. Click [here](#) to access a PDF version of this presentation.

Click [here](#) to access the Chapter 14 presentation. Click [here](#) to access a PDF version of this presentation.

Unit Lesson

Unit III discusses the significance of communication and how good communication plays an important role in an organization's success. It also discusses styles of business management and the importance of work place motivation and leadership.

Chapter 5: Business Communication: Creating and Delivering Messages That Matter

We live in a world economy that makes communication more important than ever. A good communicator can reach goals by influencing leaders as well as influencing employees. An excellent communicator gets results and knows how to willingly get the job done. How many times have we been impressed by a confident speaker? This is because the speaker was good at focusing on the audience and not on himself or herself. The most important part of communication is to know the type of audience that is in attendance. When communicating, it is imperative to know the needs, expectations, and goals of the audience. This will allow the speaker to reach his/her set of objectives. A good speaker will be clear and precise in tone, use proper grammar, and avoid slang and bias content. It is vital to use active voice, instead of passive voice.

On the other end of communications, there is listening. It would be impossible to be a great communicator if one did not listen. In order for the communication to be presented correctly and create an environment for the audience to listen and receive the message clearly, a good setting needs to be established. The solution to this is to eliminate any barriers. Barriers may be a physical barrier where noise may be a problem, where a room is too hot or too cold, and/or where seating arrangements do not fit the room comfortably. Language can be another barrier. Know the make-up of the audience. Use examples to clarify a message, and never use slang or jargon. Be aware of body language. Another barrier is a perceptual barrier. An important element is in knowing the audience's expectations and being prepared. To prevent organizational barriers, it is very important to identify who is in the audience and to tailor a presentation that can reach everyone. In a world economy, cultural barriers are a major concern. Identifying cultural differences is part of planning.

The well-known saying "A picture is worth a thousand words" comes into play with nonverbal communication. Important factors in communicating include eye contact, facial expressions, and posture and gestures. In our culture, it is respectful to sustain eye contact while communicating. We all use facial expressions when conversing with others. The emotions we feel when speaking with others is shown in our facial expressions. The key is to be aware of our emotions when we communicate. It is also important to be aware of our own posture and gestures. It is necessary to be relaxed, open, and confident when communicating. It is essential

to understand the body language of others. An example of someone who is not interested in what we are saying is: You are giving feed back to your boss about an employee you want to discharge, and he is reading a newspaper. It is obvious he is not interested.

There are many communication channels one can utilize when communicating. The key is to select the right communication channel to reach the objective. Some common channels of communication include memos or reports, instant message, voice mail, telephone calls, videoconferencing, in-person presentation, face-to-face meetings, and e-mail. Each channel has a time and place to be used. The key is to know which channel will make your communications rich.

The textbook provides formats of giving a great verbal presentation. One of these is using a great opening remark that will capture the audience's attention. The body of the presentation needs to be clear and precise. This will make a good impression. The close of a planned summary is also important.

Chapter 14: Management, Motivation, and Leadership: Bringing Business to Life

Chapter 14 discusses management, motivation, and leadership. Good management is crucial to an organization's success. The better the management, the better the results. Management is accountable for pursuing the organization's mission and obtaining its goals. The concepts of management are planning, organizing, leading, and controlling. You first must plan where you want the organization to go and how you wish to reach the organization's goals and objectives. Then you must determine the structure (organizing) that provides a clear awareness and the support that will guide an organization to success. Leading, directing, and motivating people to achieve the organizational goals that will meet the mission of the company come next. Management also controls the organization's recourses, checks to make sure the organization is on plan, and makes adjustments when necessary. This leads to a management structure that breaks down responsibilities into different levels. Top management is usually the CEO and his/her staff. Top management responsibilities fall into long range planning, establishing priorities and the allocation of all resources. Middle management uses the business plan to coordinate, guide, and support the first line management to reach their goals. The first line management deals directly with the employees that produce the goods and services. The frontline management needs to motivate their groups to meet the day-to-day objective for each function. Each level plays a part in order for a company to be successful. Planning is different for each level of management, but they all come together to reach the company's goals and objectives. As the common saying goes, "If you fail to plan, you plan to fail."

All levels of management require strategies for motivation. A company is only as good as the employees who work for it. Therefore, a good company knows how to motivate its employees to get the best work out of them. Four theories that are used to motivate employees are (1) Maslow's Hierarchy of Needs Theory, (2) Theory X and Theory Y, (3) Expectancy Theory, and (4) Equity Theory.

1. Maslow's Theory involves a hierarchy of human needs that suggest an individual will progress as each level of needs is met. This starts with physiological needs—our basic needs for food, water, and shelter—and progresses to self-actualization, where one meets one's full potential in life.
2. Theory X and Theory Y is a motivational theory that suggests management attitudes fall into two different categories. The "X" category presumes that employees are at work only because they have no choice and that fear is the only motivator to get the job done. The "Y" category has the opposite attitude; it allows employees to use their own personal assets, which lead to a positive work environment.
3. Expectancy Theory supports employee motivation. This is where individual effort and performance equals a fair reward. Thus, the employee feels that his/her work performance has a meaningful reward.
4. Equity Theory addresses a perception of fairness. The key is keeping everyone on the same playing field so employees do not feel they are being abused.

All companies have set goals and objectives that are critical for them to reach in order to achieve their missions and insure profits. The goals need to be specific, measureable, and reachable. The goals also need

to be setup in a definite time frame. One of the biggest turn-offs for employees is goals not being within reach. This has a negative effect on the personnel and decreases motivation to obtain the goals.

It is very clear to see how important communication is to an employee and the organization. Many companies hold communication workshops or send their employees to schools to help support good communications. Management roles are constantly changing because the world we live in is moving at a fast pace. We have to change with the changing culture and environment. As a manager, we need to use all the resources available to us. Education is the number one resource available. Education has a positive impact on our life, our work, and the organization with which we are employed. Many organizations recognize that their employees are their biggest asset and will invest in their education.