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Lecture 1

INTRODUCTION. MODERN BUSINESS COMMUNICATION

1. Communication. Business communication.
2. Types of business communication.
3. Components of communication.
4. Models of communication. “Four-sides-of-a-message-model”.

Recommended literature

А.Г. Гудманян Ділова англомова комунікація: навч. посібник / А.Г. Гудманян, Ю.М. Плетенецька, О.М. Линтвар. – К. : НАУ, 2016. – 128 с.

1. **Communication**

“Any act by which one person gives to or receives from another person, the information about that person’s needs, desires, perceptions, knowledge, or affective states. **Communication may be intentional or unintentional**, it may involve conventional or unconventional signals, may take linguistic or non-linguistic forms, and may occur through spoken or other modes.” Or in simple words;

Communication is the exchange of ideas, opinions and information through written or spoken words, symbols or actions. Communication is a dialogue, not a monologue. In fact, communication is more concerned with a dual listening process. For communication to be effective, the message must mean the same thing to both the sender and the receiver.

Business Communication

Business Communication is any communication used to promote a product, service, or organization – with the objective of making sale. In **business communication**, message is conveyed through various channels of communication including internet, print (publications), radio, television, outdoor, and word of mouth.

In business, communication is considered core among business, interpersonal skills and etiquette.

Communication is the lifeblood of an organization. If we could somehow remove communication flow from an organization, we would not have an organization.

It is needed for:

- Exchanging information
- Exchanging options
- Making plans and proposals
- Reaching agreement
- Executing decisions
- Sending and fulfilling orders
- Conducting sales

When communication stops, organized activity ceases to exist. Individual uncoordinated activity returns in an organization. So, Communication in an organization, is as vital as blood for life.

2. **Types of Business Communication**

There are two types of business communication in an organization:

- Internal Communication
- External Communication

1. **Internal Communication**

Communication within an organization is called “**Internal Communication**”. It includes all communication within an organization. It may be informal, formal function, or department providing communication in various forms to employees.

Effective internal communication is a vital mean of addressing organizational concerns. Good communication may help to increase job satisfaction, safety, productivity, and profits and decrease grievances and turnover.

Under **Internal Business Communication types**, there come:

- **Upward Communication**

Upward communication is the flow of information from subordinates to superiors, or from employees to management. Without upward communication, management works in a vacuum, not knowing if the messages have been received properly, or if other problems exist in the organization. By definition, communication is a two-way affair. Yet for effective two-way organizational communication to occur, it must begin from the bottom.

Upward Communication is a mean for the staff to:

- Exchange information
- Offer ideas
- Express enthusiasm
- Achieve job satisfaction
- Provide feedback

- **Downward Communication**

Information flowing from the top of the organizational management hierarchy and telling people in the organization what is important (mission) and what is valued (policies). Downward communication generally provides information – which allows a subordinate to do something. For example, instructions on how to complete a task. Downward communication comes after upward communications have been successfully established.

This type of communication is needed in an organization to:

- Transmit vital information
- Give instructions
- Encourage 2-way discussion
- Announce decisions
- Seek cooperation
- Provide motivation
- Boost morale
- Increase efficiency
- Obtain feedback

Both Downward & Upward Communications are collectively called “Vertical Communication”

- **Horizontal/Literal communication**

Horizontal communication normally involves coordinating information, and allows people with the same or similar rank in an organization to cooperate or collaborate. Communication among employees at the same level is crucial for the accomplishment of the assigned work.

Horizontal Communication is essential for:

- Solving problems
- Accomplishing tasks
- Improving teamwork
- Building goodwill
- Boosting efficiency

2. **External Communication**

Communication with people outside the company is called “**external communication**”. Supervisors communicate with sources outside the organization, such as vendors and customers.

It leads to better:

- Sales volume
- Public credibility
- Operational efficiency

- Company profits

It should improve:

- Overall performance
- Public goodwill
- Corporate image

Ultimately, it helps to achieve:

- Organizational goals
- Customer satisfaction

3.

Communication consists of six **components** or elements.

Components of Communication

Context

Sender/Encoder

Message

Medium

Receiver/Decoder

Feedback

Context

Every message (Oral or written), begins with context. Context is a very broad field that consists different aspects. One aspect is country, culture and organization. Every organization, culture and country communicate information in their own way.

Another aspect of context is external stimulus. The sources of external stimulus include; meeting, letter, memo, telephone call, fax, note, email and even a casual conversation. These external stimuli motivate you to respond and this response may be oral or written.

Internal stimulus is another aspect of communication. Internal Stimulus includes; Your opinion, attitude, likes, dis-likes, emotions, experience, education and confidence. These all have multifaceted influence on the way you communicate your ideas.

A sender can communicate his ideas effectively by considering all aspects of context mentioned above.

Sender/Encoder

Encoder is the person who sends message. In oral communication the encoder is speaker, and in written communication writer is the encoder. An encoder uses combination of symbols, words, graphs and pictures understandable by the receiver, to best convey his message in order to achieve his desired response.

Message

Message is the information that is exchanged between sender and receiver. The first task is to decide what you want to communicate and what would be the content of your message; what are the main points of your message and what other information to include. The central idea of the message must be clear. While writing the message, encoder should keep in mind all aspects of context and the receiver (How he will interpret the message).

Messages can be intentional and unintentional.

Medium

Medium is the channel through which encoder will communicate his message. How the message gets there. Your medium to send a message, may be print, electronic, or sound. Medium may be a person as postman. The choice of medium totally depends on the nature of you message and contextual factors discussed above. Choice of medium is also influence by the relationship between the sender and receiver.

The oral medium, to convey your message, is effective when your message is urgent, personal or when immediate feedback is desired. While, when your message is ling, technical and needs to be documented, then written medium should be preferred that is formal in nature. These guidelines may change while communicating internationally where complex situations are dealt orally and communicated in writing later on.

Receiver/Decoder

The person to whom the message is being sent is called ‘receiver’/’decoder’. Receiver may be a listener or a reader depending on the choice of medium by sender to transmit the message. Receiver is also influenced by the context, internal and external stimuli.

Receiver is the person who interprets the message, so higher the chances are of mis-communication because of receiver’s perception, opinion, attitude and personality. There will be minor deviation in transmitting the exact idea only if your receiver is educated and have communication skills.

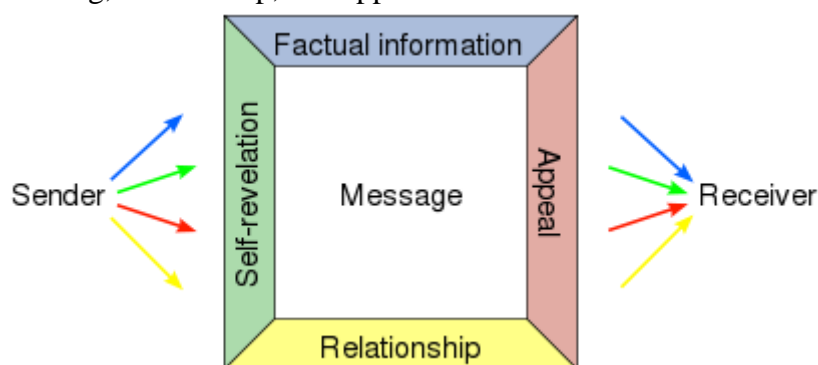
Feedback

Response or reaction of the receiver, to a message, is called ‘feedback’. Feedback may be written or oral message, an action or simply, silence may also be a feedback to a message.

Feedback is the most important component of communication in business. Communication is said to be effective only when it receives some feedback. Feedback, actually, completes the loop of communication.

4.

The four-sides model (also known as communication square or four-ears model) is a communication model by Friedemann Schulz von Thun. According to this model every message has four facets[1] though not the same emphasis might be put on each. The four sides of the message are fact, self-revealing, relationship, and appeal.



Every layer can be misunderstood individually. The classic example of Schulz von Thun is the front-seat passenger who tells the driver: "Hey, the traffic lights are green". The driver will understand something different, depending on the ear with which he will hear, and will react differently. (On the matter layer he will understand the "fact" "the traffic lights are green", he could also understand it as "Come on, drive! ."-"command", or on the "relationship" could hear a help like "I want to help you, or if he hears behind it: I am in a hurry the passenger reveals part of himself "self-revelatory".") The emphasis on the four layers can be meant differently and also be understood differently. So the sender can stress the appeal of the statement and the receiver can mainly receive the relationship part of the message. This is one of the main reasons for misunderstandings.

The Factual Level

What I inform about:

On the **factual level** the sender of the news gives data, facts and statements. It is the task of the sender to send this information clearly and understandably.

The receiver proves with the **Factual ear**, whether the matter message fulfills the criteria of truth (true/untrue) or relevance (relevant/irrelevant) and the completeness (satisfying/something has to be added).

In a long-term team, the matter layer is clear and needs only a few words.

The self-revealing

What I reveal about myself:

In every news there is information about the sender. On the layer of the **self-revealing** the sender reveals himself. This message consists of conscious intended self-expression as well as unintended self-revealing, which is not conscious to the sender. Thus, every news becomes information about the personality of the sender.

The **self-revealing ear** of the receiver perceives which information about the sender is hidden in the message.

The relationship indicator

What I think about you (you-statement) and how we get along (we-statement):

The **relationship layer** expresses how the sender gets along with the receiver and what he thinks about him. Depending on how he talks to him (way of formulation, body language, intonation ...) he expresses esteem, respect, friendliness, disinterest, contempt or something else.

Depending on which message the receiver hears with **relationship ear**, he feels either depressed, accepted or patronized. A good communication is distinguished by communication from mutual appreciation.

The appeal

What I want to make you do:

Who states something, will also affect something. This **appeal-message** should make the receiver do something or leave something undone. The attempt to influence someone can be less or more open (advice) or hidden (manipulation).

On the **Appeal ear** the receiver asks himself: "What should I do, think or feel now?"

citation: " Mothers are very appeal-influenced by children." Mum! The shoes Yes! I'll be right there to put them on for you.

LECTURE 2 COMMUNICATION MODELS

1. The Johari Window.
2. Transactional Analysis by Eric Berne.
3. Hermann Brain Dominance Instrument.

1.

The Johari window model is used to enhance the individual's perception on others. This model is based on two ideas- trust can be acquired by revealing information about you to others and learning yourselves from their feedbacks. Each person is represented by the Johari model through four quadrants or window pane. Each four window panes signifies personal information, feelings, motivation and whether that information is known or unknown to oneself or others in four viewpoints.

The Arena

The *Open* area represents what we and the people around us all know about ourselves. These are the matched adjectives. This is shared knowledge and is the basis of effective communication. Here the information about the person his attitudes, behaviour, emotions, feelings, skills and views will be known by the person as well as by others. This is mainly the area where all the communications occur and the larger the arena becomes the more effectual and dynamic the relationship will be. Luft and Ingham worked from the assumption that the more of our life that is in this quadrant, the better our relationships will be. Feedback solicitation' is a process which occurs by understanding and listening to the feedback from another person. Through this way the open area can be increased horizontally decreasing the blind spot. The size of the arena can also be increased downwards and thus by reducing the hidden and unknown areas through revealing one's feelings to another person.

The Facade

In the *Hidden* area is the information we keep from the world. It is what I have not revealed to you about myself. It may be trivial facts about my hobbies, deeply personal feelings, or past history that I am embarrassed or secretive about. This can be any personal information which you feel reluctant to reveal. This includes feelings, past experiences, fears, secrets etc. we keep some of our feelings and information as private as it affects the relationships and thus the hidden area must be reduced by moving the information to the open areas.

The Blind Spot

In the *Blind* area, people around us can recognise traits, habits or characteristics, to which we, ourselves, are oblivious. These may be strengths or failings. Others may interpret yourselves differently than you expect. The blind spot is reduced for an efficient communication through seeking feedback from others.

The Unknown Area

Finally, there is the *Unknown* zone, representing characteristics that neither we nor other people are aware of. Perhaps these things are repressed; perhaps simply un-expressed, like latent capabilities. This includes the information, feelings, capabilities, talents etc. This can be due to traumatic past experiences or events which can be unknown for a lifetime. The person will be unaware till he discovers his hidden qualities and capabilities or through observation of others. Open communication is also an effective way to decrease the unknown area and thus to communicate effectively.

The balance between the four quadrants can change. You might want to tell someone an aspect of your life that you had previously kept hidden. For example, maybe you are not comfortable contributing ideas in large groups. This would increase your open area and decrease your hidden area.

It is also possible to increase your open area by asking for feedback from people. When feedback is given honestly to you it can reduce the size of your blind area. Maybe you interrupt people before they have finished making their point which can cause frustration. Alternatively, people may always want to talk to you because you are a good listener. Sometimes you don't realise these aspects of your character until it is pointed out.

By working with others, it is possible for you to discover aspects that neither of you may never have appreciated before.

2.

Dr. Berne defined the basic unit of analysis. At its simplest level, Transactional Analysis is the method for studying interactions between individuals. By identifying and standardizing upon a single unit, development and promotion of this theory was easily facilitated. It should be noted that this approach was profoundly different than that of Freud. While Freud and most other psychotherapists took the rather simplistic approach of asking the patient about themselves, Berne took an alternate approach to therapy. Berne felt that a therapist could learn what the problem was by simply observing what was communicated (words, body language, facial expressions) in a transaction. So instead of directly asking the patient questions, Berne would frequently observe the patient in a group setting, noting all of the transactions that occurred between the patient and other individuals.

Berne's Three Ego States

In addition to the analysis of the interactions between individuals, Transactional Analysis also involves the identification of the ego states behind each and every transaction. Berne defined an ego state as "a consistent pattern of feeling and experience directly related to a corresponding consistent pattern of behavior."

Berne ultimately defined the three ego states as: Parent, Adult, and Child. It should be carefully noted that the descriptions of these ego states do NOT necessarily correspond to their common definitions as used the English language.

The following are detailed descriptions of the three ego states:

Parent – The parent represents a massive collection of recordings in the brain of external events experienced or perceived in approximately the first five years of life. This is our ingrained voice of authority, absorbed conditioning, learning and attitudes from when we were young. We were conditioned by our real parents, teachers, older people, next door neighbours, aunts and uncles, Father Christmas and Jack Frost. Our Parent is made up of a huge number of hidden and overt recorded playbacks. Typically embodied by phrases and attitudes starting with 'how to', 'under no circumstances', 'always' and 'never forget', 'don't lie, cheat, steal', etc. Our parent is formed by external events and influences upon us as we grow through early childhood. We can change it, but this is easier said than done. Examples of recordings in the Parent include:

- "Never talk to strangers"
- "Always chew with your mouth closed"
- "Look both ways before you cross the street"

It is worth noting that, while recording these events, the young child has no way to filter the data; the events are recorded without question and without analysis. One can consider that these events are imposed on the child.

There are other data experienced by the child that are not recorded in the Parent. This is recorded in the Adult, which will be described shortly.

Child – In contrast to the Parent, the Child represents the recordings in the brain of internal events associated with external events the child perceives. Stated another way, stored in the Child are the emotions or feelings which accompanied external events. Like the Parent, recordings in the Child occur from childbirth all the way up to the age of approximately 5 years old.

Examples of recordings in the Child include:

- "When I saw the monster's face, I felt really scared"
- "The clown at the birthday party was really funny!"

Adult – The Adult is the last ego state. Close to one year of age, a child begins to exhibit gross motor activity. The child learns that he or she can control a cup from which to drink, that he or she can grab a toy. In social settings, the child can play peek-a-boo.

This is the beginning of the Adult in the small child. Adult data grows out of the child's ability to see what is different than what he or she observed (Parent) or felt (Child). In other words, the Adult allows the young person to evaluate and validate Child and Parental data. Berne describes the Adult as being "principally concerned with transforming stimuli into pieces of information, and processing and filing that information on the basis of previous experience"⁶ Stated another way, Harris describes the Adult as "a data-processing computer, which grinds out decisions after computing the information from three sources: the Parent, the Child, and the data which the adult has gathered and is gathering"⁷

One of the key functions of the Adult is to validate data in the parent. An example is:

“Wow. It really is true that pot handles should always be turned into the stove” said Sally as she saw her brother burn himself when he grabbed a pot handle sticking out from the stove.

In this example, Sally’s Adult reached the conclusion that data in her Parent was valid. Her Parent had been taught “always turn pot handles into the stove, otherwise you could get burned.” And with her analysis of her brother’s experience, her Adult concluded that this was indeed correct.

In an attempt to explain Transactional Analysis to a more mainstream audience, Dr. Thomas Harris developed the following summary. Although this is a very good tool for beginners to learn, keep in mind that this a wildly simplified approach, and can have the effect of “dumbing down” Transactional Analysis. The summary is as follows:

Parent – taught concept

Child – felt concept

Adult – learned concept

Analyzing Transactions

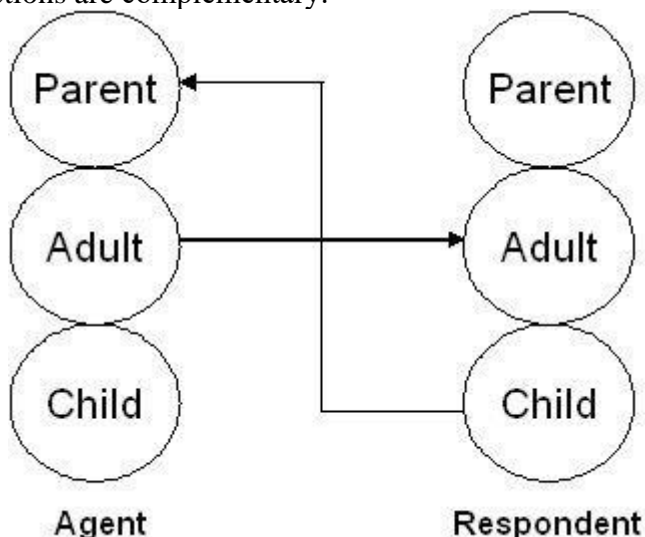
When two people communicate, one person initiates a transaction with the *transactional stimulus* (see the above Transactions Defined section for a definition of the transaction stimulus). The person at whom the stimulus is directed will respond with the *transactional response*. Simple Transactional Analysis involves identifying which ego state directed the stimulus and which ego state in the other person executed the response.

According to Dr. Berne, the **simplest transactions are between Adults ego states**. For example, a surgeon will survey the patient, and based upon the data before him/her, his/her Adult decides that the scalpel is the next instrument required. The surgeon’s Adult holds out his/her hand, providing the transactional stimulus to the nurse. The nurse’s Adult looks at the hand, and based upon previous experiences, concludes that the scalpel is needed. The nurse then places the scalpel in the surgeon’s hand.

But not all transactions proceed in this manner. Some transactions involve ego states other than the Adult.

This leads us to Parent – Child transactions, which are almost as simple as Adult-Adult transactions. Quoting Dr. Berne in *Games People Play*: “The fevered child asks for a glass of water, and the nurturing mother brings it.”⁸ In this, the Child of a small child directs an inquiry to the Parent of his/her mother. The Parent of the mother acknowledges this stimuli, and then gives the water to the child. In this example, the small child’s request is the stimuli, and the parent providing the water is the response. This is nearly as simple

The **complementary transactions**. In a complementary transaction, the response must go back from the receiving ego state to the sending ego state. For example, a person may initiate a transaction directed towards one ego state of the respondent. The respondent’s ego state detects the stimuli, and then that particular ego state (meaning the ego state to which the stimuli was directed) produces a response. According to Dr. Berne, these transactions are healthy and represent normal human interactions. As Berne says in *Games People Play* “communication will proceed as long as transactions are complementary.”⁹



Crossed Transaction

However, not all transactions between humans are healthy or normal. In those cases, the transaction is classified as a **crossed transaction**. In a crossed transaction, an ego state different than the ego state which received the stimuli is the one that responds. **Agent's Adult:** "Do you know where my cuff links are?" (note that this stimuli is directed at the Respondents Adult).

Respondent's Child: "You always blame me for everything!"

3.

Herrmann Brain Dominance Instrument

In 1975, the brain research of Roger Sperry began to reveal the dual specialization of the brain. By observing patients who had their brain hemispheres separated by a procedure to sever the Corpus Callosum in an attempt to cure epilepsy, Sperry made a multitude of discoveries. For example, the left side of the brain, which controlled the right hand, appeared to have the function of logical, analytical, sequential and rational thinking.

Conversely, the right hemisphere was shown to perceive the world and other people in a global mode, instantaneous, intuitive, visual, synthesizing, emotional and expressive. It finds solutions through sudden and spontaneous intuition, leaving to the left hemisphere the job of proving them in a logical, analytical and scientific manner.

The research shows that the left hemisphere breaks everything down into different elements; the right hemisphere, on the other hand, considers the global whole and searches systematically for connections, analogies and similarities.

To this end, Herrmann analyzed the workers' different styles of thinking and learning. From that, he drew a brain map. Then, he developed the theory of brain quadrants and outlined 4 typologies. They are four different ways people supposedly tend to learn, think, create, interact and understand life.

The Whole Brain® Model is a four-quadrant model, which represents the four major thinking styles. It helps you make sense of people and the way they think.

The four quadrants are blue, green, red, and yellow.

The Herrmann understanding of brain dominance goes like this:

Type A: analytical people

Ned Herrmann called them experts. They're characterized by a logical, analytical and technical style of thinking.

They are very rational people who gather data from concrete facts.

Analytical people also tend to be competitive and individualistic, as well as intelligent and ironic. Also, they tend to have a good sense of humor.

Jobs most suitable for this kind of brain dominance are those related to math, physics, engineering, chemistry, etc.

- A famous blue is Bill Gates.
- A typical blue profession is an engineer.
- Blues are interested in the *what* of given situations.

Type B: the organizing style

As the name says, this is an organized type of person who loves order and is meticulous.

- They don't do anything without having planned it first. They like all that is predictable, conservative and under their control.
- In general, **people in this "organizing" quadrant would be good company directors, managers, accountants, etc.**

A famous green is Queen Elizabeth II.

A typical green is a project manager.

Greens are interested in the *when* of any given situation.

Type C: interpersonal

Type C refers to brain dominance tending towards emotions and the need to connect with others. They relate with others and enjoy social contact where they can feel useful, giving and receiving. They are people who are good at communicating, spontaneous, and extroverted. In general, they prefer jobs like journalism, nursing, social work, advocacy, etc.

- A famous red was Mother Theresa.
- A typical red profession is a teacher.
- Reds are interested in the *who* of given situations and bothered about relationships.

Type D: experimental

The fourth profile in this brain dominance test refers to personalities with holistic minds. They are visual, spontaneous and highly creative people. They are people who like to experiment and innovate, even if it comes with risk. They are always looking to the future but they try to learn from the present too. **So, you'd see type D people working as architects, writers, musicians, painters, designers, etc.**

- A famous yellow was Einstein.
- A typical yellow profession is an entrepreneur.
- Yellows are interested in the *why* of any given situation.

Improving communication

All of us communicate. Effective communicators who understand thinking styles will tailor their presentation to fit their audience while being sure to communicate key points in all four quadrants. For a group of engineers or technicians, you might cite plenty of facts and figures, and emphasize logic and methodology showing the potential results of practical application. To a group of artists, teachers, or sales people, you would most likely emphasize innovative aspects and point out ways to improve communication and instruction. Which presentation appeals to you the most? Doesn't your answer reflect your thinking style?

Communication is easiest between people who have similar preferences. They 'speak the same language'. Communication is quite easy when people share preferences in the same mode, Left (A and B) or Right (C and D).

When people share preferences in the Upper (A and D) or Lower (B and C) mode, they may find common ground for communication. Most challenging may be communication between those who have preferences in diametrically opposing quadrants.

LECTURE 3 FORMS OF COMMUNICATION

1. Forms of communication.
2. Written communication.

1.

The Broad Categories of Communication

We communicate with one another on many different levels.

Because we do not have direct access to the thoughts and feelings of other people, we must rely on communication to convey messages to one another. There is more to communication than simply using language to speak to one another. Communication exists on a number of levels and in a variety of forms.

Forms of communication depending on perspectives

Project perspective:

From a project perspective, communication can be looked at as either **internal** or **external**.

ORGANIZATIONAL PERSPECTIVE

Communication from an organizational perspective can be categorized as **vertical**, **horizontal**, or **diagonal**. This perspective takes into account the way organizations are structured.

FORMALITY PERSPECTIVE

Another way to look at project communication is on whether it is **formal** or **informal**.

CHANNEL PERSPECTIVE

Project managers also need to give consideration to the **communication channel** they will deliver their message over.

This perspective deals with **how** your message will be communicated. Will it be...

- Verbal or Non-Verbal
- Written or Oral

On the basis of the communication channels, types of communications are:

- A. Verbal
- B. Non-Verbal
- C. Visual

Verbal

This involves the use of language and words for the purpose of passing on the intended message. In general terms, Verbal Communication means communication in the form of spoken words only. But, in the context of types of communication, verbal communication can be in the spoken or the written form. Thus, the verbal form may be oral or written as discussed below.

- **Written Communication:** This kind of communication involves any kind of exchange of information in the written form. For example, e-mails, texts, letters, reports, SMS, posts on social media platforms, documents, handbooks, posters, flyers, etc. This type of communication is indispensable for formal business communications and issuing legal instructions.

Communication forms that predominantly use written communication include handbooks, brochures, contracts, memos, press releases, formal business proposals, and the like. The effectiveness of written communication depends on the writing style, grammar, vocabulary, and clarity

- **Oral Communication:** This is the communication which employs the spoken word, either direct or indirect as a communication channel. This verbal communication could be made on a channel that passes information in only one form i.e. sound. The other form of verbal communication is the spoken word, either face-to-face or through phone, voice chat, video conferencing or any other medium. Various forms of informal communications such as the grapevine or informal rumor mill, and formal communications such as lectures, conferences are forms of oral communication. Oral communication finds use in discussions and causal and informal conversations. The effectiveness of oral conversations

depends on the clarity of speech, voice modulation, pitch, volume, speed, and even non-verbal communications such as body language and visual cues.

- Verbal communication makes the process of conveying thoughts easier and faster, and it remains the most successful form of communication. Yet, this makes up only seven percent of all human communication!
- Non-Verbal Communication

In this type of communication, messages are relayed without the transmission of words. The messages here are wordless messages. This form of communication mainly aids verbal communication. It supplements it with gestures, body language, symbols, and expressions.

Through these, one may communicate one's mood, or opinion or even show a reaction to the messages that are relaying. One's non-verbal actions often set the tone for the dialogue. You can control and guide the communication if you control and guide the non-verbal communication.

Physical nonverbal communication, or body language, includes facial expressions, eye contact, body posture, gestures such as a wave, pointed finger and the like, overall body movements, tone of voice, touch, and others.

Paralanguage

The way something is said, rather than what is actually said, is an important component of nonverbal communication. This includes voice quality, intonation, pitch, stress, emotion, tone, and style of speaking, and communicates approval, interest or the lack of it. Research estimates that tone of the voice accounts for 38 percent of all communications.

Other forms of nonverbal communication usually communicate one's personality. These include:

- **Aesthetic communication** or creative expressions such as dancing, painting, and the like.
- **Appearance** or the style of dressing and grooming, which communicates one's personality.
- **Space language** such as paintings and landscapes communicate social status and taste.
- **Symbols** such as religious, status, or ego-building symbols.

Visual Communication

A third type of communication is visual communication through visual aids such as signs, typography, drawing, graphic design, illustration, color and other electronic resources.

Visual communication with graphs and charts usually reinforces written communication, and can in many cases replace written communication altogether. As the adage goes "a picture is worth a thousand words," such visual communication is more powerful than verbal and nonverbal communication on many occasions.

2. Based on the purpose of communication

Formal & Informal Communication

Formal communication is referred to as official or correct forms of communication. Formal communication occurs, for example, when someone speaks or writes in a professional way because they are representing their care organization or are contacting an organization officially.

Informal communication doesn't keep to the formal rules of communication. Informal communication is more relaxed and personal than formal communication. People use informal communication when they speak with or write to their relatives or friends. When people communicate in an informal way, they are less concerned about the 'correct' use of language. This doesn't necessarily mean that informal communication is less effective than formal communication.

Formal communication is of following types:

- **Vertical:** The information or data flows up and down the organizational structure.
- **Horizontal:** This is the communication between two similar levels of the organization.
- **Diagonal:** This is the communication across the cross-functional levels of employees from various departments of the organization.

The other form is the informal or casual communication which is the general communication between random people of the organizations.

3. Based on the levels of communication

Communication means transferring messages from one to another through any medium. There are various levels in communication like Intrapersonal communication, Interpersonal communication, Group communication and Mass communication.

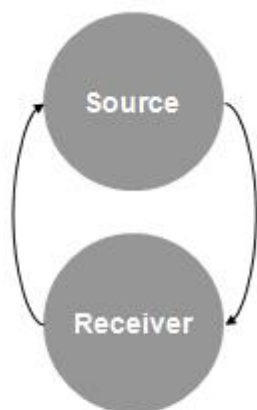
Mass communication plays the vital role because it reaches very large number of audience. Basically Mass communication has two forms one is Interpersonal communication and another one is media communication.

Five major forms of communication:

- Intrapersonal Communication
- Small Group Communication
- Public Communication
- Mass Communication

Broadly speaking, whole human communication could be classified into two distinct parts.

• Intra personal communication • Inter personal communication
Intra personal communication The part of communication in which self of a human being is involved only and the communication is confined to one human entity. This means that all the elements which come into action in a given piece of communication are located within the self of an individual. A message originating from source part of the brain travels through the channel of nerves to reach another location, however close it may be to the point of origin of message, where it is interpreted and understood as receiver. All the process of meditation, thinking, monologue and even dreaming while asleep are all but examples of intra communication.



A. Intrapersonal communication

Fig. A. Intrapersonal Communication

Intrapersonal communication is a communication which happens yourself. Here both Source (sender) and receiver is only one. so, the feedback works without any interruption. Example: A person can communicate himself through pain, thinking, feelings and emotion etc.

Interpersonal communication

- This part of communication belongs to involving two or more individuals for exchange of information. Since this part is experienced more due to its vastness, it is further classified in many categories.

Interpersonal

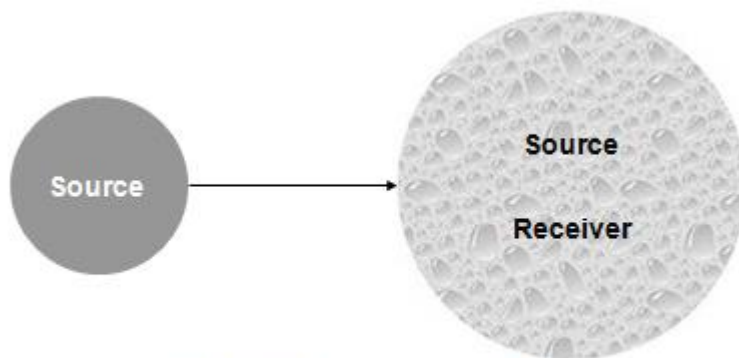
- The simplest form in which more than one individual communicate to each other

Transpersonal communication is defined by a core sense of individual awareness that extends to connect with elements of external environments. It is transcendent in its holistic approach towards bonding with multifaceted characteristics that surround both personal and universal spheres of existence.

The ability to establish interpersonal awareness within greater systems of space and time is essential to the notion that all social realms are connected through temporal union. Individual potential emerges from an understanding of explicit orders like external ecosystems, while implicit orders derive from connections between separate material elements. Other dimensions of communication include the intra-personal, which examines connections between the mind with the soul, as well as inter-personal communication concepts that explore human dialogue.

Fig. C. Small Group Communication

More than two members involved in communication process will become a group communication. If least number of persons is involved in the group communication is called as small group communication. In this communication process, everyone becomes a Source as well as receiver through sharing information and gives feedback to another.



D. Public communication

Fig. D. Public Communication

In public communication, Source or messages from a single person will reach or received by huge number of audience. But in this communication, there is no mutual feedbacks between source and receiver like small group communication and it's only focused on Speaker.

Organizational communication

Professionals communicate with colleagues in numerous one-to-one and group contexts every day. Effective communication between colleagues needs: Personal and professional respect for others; trust in the values and decisions of colleagues; good verbal listening skills.

Professionals can communicate formally and informally with colleagues. Effective communication enables people to work more efficiently and to work together with each other in groups.

In this part, communication usually takes place on vertical lines. For instance, a company director is passing on instructions to managers who would be guiding accordingly to field officers and the relevant other field staff. An army general may not be talking to lowest rank men in khaki but would follow the chain of organizational command to deliver his message to the last rank people. Be it a corporate sector, NGO, a political party, an educational institution, the communication process would strictly follow the essentials of the organizational communication.

Group communication is slightly different to one-to-one communication. There is often more going on in a group, with a number of different people trying to speak to get their point across and their voice heard. Taking turns can be more difficult and relationships and power issues between group members can also be more complicated than in one-to-one contexts.

As a communication context, groups can have various benefits for participants including:

- Group communication can be an effective way of sharing responsibilities

- Groups can improve decision making and problem solving because they get the information and skills of a number of people

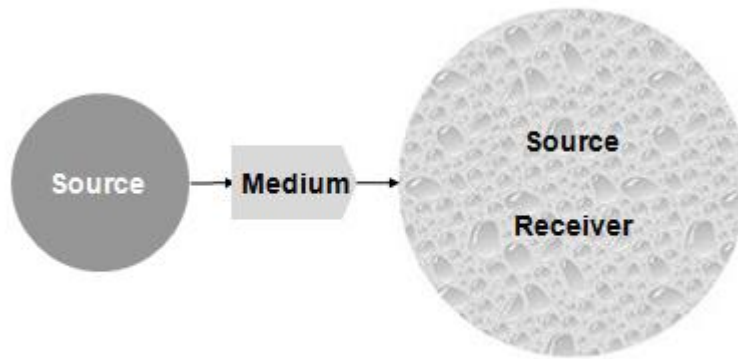
- Groups can improve peoples' self-esteem and social skills

Group communication can also limit the effectiveness of communication if:

- The power in a group is held by a single person

- The group loses sight of its main goal or purpose

People find it hard to speak and contribute effectively. This can lead to badly thought out decisions being made.



E. Mass communication

Fig. E. Mass Communication

In mass communication, basically have a large number of audience and they are all can't grouped together in one place so we need certain tool or technology for communication process. But in mass communication, there is no direct access with receiver. So, for that they need media like newspaper, radio, television and internet. Here the audience feedback is very less or delayed.

4. Based on the pattern of communication

Imagine you are a leader. Your work will probably involve meeting with individuals, small groups and large gatherings.

Whilst you may follow similar communication principles in each situation, the way you express these will differ in practice.

Good communicators aim to connect with people. They often start by building on what people have in common and clarifying the goals for the conversation.

They give and receive information, find creative solutions to challenges and make clear contracts about the future. If appropriate, they ensure that everybody moves forward towards a shared picture of success.

Good communicators look ahead and rehearse interactions. They focus on:

The specific results to achieve – for both them and for the other people.

The specific strategies they can follow to do their best to achieve these results.

The specific challenges they may face and how to deal with these successfully.

Whilst this may sound mechanical, such preparation allows them to be fully present and spontaneous with people.

Poor communicators are often more concerned with what they want to say, rather than with the results to achieve from the conversation.

One-way and two-way communication

A **one-way communication** is where there is no facility and/or expectation of a reply or feedback. An advertisement or notice on a board is an example. In the former, one person speaks or a message or information is conveyed in only one direction...as in the examples cited by the other answers, such as printed advertisements that convey a message or information to the reader. In instances of one-way communication, there is no immediate response from the listener or the reader. Its advantages are that is simple, quick and cheap. However, it allows no clarification or opportunity to correct inaccuracies and this may cause frustration in the receiver.

In instances of **two-way communication**, there is some sort of dialogue. For example, one person speaks while the other listens, then the listener becomes the speaker by responding while the first speaker then becomes the listener. A conversation between two or more people whereby each person plays the role of both listener and speaker is two-way communication.

Two-way communication is more time-consuming because the receiver has the opportunity to feedback and to question what has been said or written. The receiver is invited to contribute to the process so this kind of communication is often associated with democratic forms of leadership. If the message is complex, two-way communication is far more effective, and probably accurate, than one-way communication.

Some forms of communication can begin as one-way communication and eventually become two-way communication. Arguably, In the instance of advertisements, the advertisement which begins as a form of one-way communication becomes two-way communication as soon as a listener

or reader responds by buying the item advertised. A call-in radio program is essentially the same. It begins as one-way communication, then becomes two-way communication when a listener calls in to share information and/or ideas on the air.

One-to-one communication occurs when one person speaks with or writes to another individual. This happens when a care professional meets with a person who has health worries or personal concerns, such as during a doctor to patient appointment for example. One-to-one communication also occurs when care professionals meet with and talk to each other or with partners, relatives or friends of people receiving care.

Imagine you are going to meet somebody in a one-to-one situation. You may be meeting a customer, a team member, your boss or whoever.

If you are the leader in the conversation – the one who has initiated it – you will probably ask some of the questions mentioned above. You will focus on:

‘Who is the person? What is their agenda? What are the results to achieve from the conversation? How can I do my best to achieve these results?’

If you are the follower in the conversation – the one who has been asked to attend – you will probably ask similar questions. But you may also add: ‘How can I do my best to contribute and make it a positive conversation?’

If you wish, try tackling the exercise on this theme. This invites you to do the following things.

Describe the specific situation where you may want to communicate with somebody on a one-to-one basis.

Describe the real results you want to achieve from the communication in the situation.

Describe the specific things you can do to connect with the person, communicate clearly and achieve the desired results.

Communication in one-to-one situations is most helpful when both people are relaxed and are able to take turns at talking and listening. Effective communicators are good at:

Beginning the one-to-one interaction with a friendly, relaxed greeting

Focusing on the objective of the interaction

Ending the interaction in a helpful and positive way.

One-to-many communication refers to a communicative act in which only one special person is entitled to be the sender and is allowed to publish information.

One-To-Many: is the type of communication commonly found in ‘old’ media such as print, radio, and television. In this type of communication, a single source provides information to multiple receivers such as a commercial on a nationwide (or local) news broadcast, a newspaper article, or a book just to name a few examples.

“I enjoy individual and small group meetings, but I feel uncomfortable talking to large group,” said one person.

“Maybe it is because in smaller sessions I can see how people respond and also get into dialogue. This is more difficult in big groups. The things you say seem to disappear into the ether.

“For somebody like me, who thrives on instant feedback, it can be quite challenging to speak to big groups.”

Good leaders develop the skills of communicating in one-to-many situations. This includes some of the following themes.

They aim to be themselves in the situation. They use their own voice, language and examples. They aim to be professional, but also express their personality.

They know their audience. They know the challenges these people face in their daily work and world.

They clarify the key messages they want to give people. They know how to communicate these messages in a way people can receive. They know how to bring the messages to life with examples.

They spend a lot of time preparing. They practice until they can forget. They go through the process of rehearsing, relaxing and then rising to the occasion.

They start the session by positioning what they are going to say. They often give the context – the bigger picture – before going on to give concrete examples. This helps people to see things in a wider context.

They give the key messages to people by moving between the concept and the concrete. They give an idea and then illustrate it with an example that people can recognise in their daily lives.

They conclude the session by outlining the next steps. They also, when appropriate, give people the chance to integrate and implement the ideas in their daily work and lives.

Some people are good communicators one-to-one, some one-to-few, some one-to-many. Whatever situation they enter, they can find it useful to prepare properly and then do their best to achieve the desired picture of success.

If you wish, try tackling the final exercise on this theme. This invites you to do the following things.

Describe the specific situation where you may want to communicate with people on a one-to-many basis.

Describe the real results you want to achieve from the communication in the situation.

Describe the specific things you can do to connect with the people, communicate clearly and achieve the desired results.

Many-to-One: is the reverse of one-to-many. In a many-to-one model, several different points of information are received by a single reception. An example of this is would be a company sending out surveys to its customers or reading feedback on their social media accounts. Many-to-one information sharing is highly useful as a feedback tool and far easier to access in the modern world due to networking allowing multiple real-time responses.

Networking

When considering modern information sharing it is important to understand that technology-based networking has become a key form of communication in the modern world. Traditional networking (such as business relationships) can use technology but don't require it. Technology-based networks (forums, social media, etc.) use the internet as a communication platform. Users then use internet-based networks to create new personal networks around common interests, professions, worldviews, and other common traits. A key trait of Internet-based networks is they allow anyone to transmit information and they also allow the use of any of the three above mentioned information sharing models.

Many-To-Many: in this model where information is generated from multiple sources and is received by multiple sources. The Many-to-many information sharing is often found on modern networked platforms such as social media and other internet-based forms of communication. An example of this would be several different people speaking about a current event of cultural importance in social media and these statements being shared and responded to by another different group of readers. Note that there is no core singular source where this information sharing begins as several people start sharing information (often the same information) wholly unaware and independent of others' statements.

2.

Written communication involves any type of interaction that makes use of the written word. Communication is a key to any endeavor involving more than one person. Communicating through writing is essential in the modern world and is becoming ever more so as we participate in what is now commonly called the information age. In fact, written communication is the most common form of business communication. It is essential for small business owners and managers to develop effective written communication skills and to encourage the same in all employees. The information age has altered the ways in which we communicate and placed an increasing emphasis on written versus oral communications.

The ever-increasing use of computers and computer networks to organize and transmit information means the need for competent writing skills is rising. Dr. Craig Hogan, a former university professor who now heads an online school for business writing, receives hundreds of inquiries each month from managers and executives requesting help with improving their own and their employees' writing skills. Dr. Hogan explains, in an article entitled "What Corporate America Can't Build: A Sentence," that millions of people previously not required to do a lot of writing on the job are now expected to write frequently and rapidly. According to Dr. Hogan, many of them are not up to the task. "E-mail is a party to which English teachers have not been invited. It has companies

tearing their hair out." Survey results from The National Commission on Writing study back up this assessment. They found that a third of employees in the nation's "blue chip" companies write poorly and are in need of remedial writing instruction.

The need to develop good writing skills is only highlighted by the fact that in the information age, it is not uncommon to have business relationships with customers and suppliers that are established and maintained exclusively through the use of written communications. In this environment, "the words we write are very real representations of our companies and ourselves. We must be sure that our e-mail messages are sending the right messages about us," explained Janis Fisher Chan, author of *E-Mail: A Write It Well Guide-How to Write and Manage E-Mail in the Workplace*, in an article appearing in *Broker Magazine*. The key to communication, of course, is to convey meaning in as accurate and concise a manner as possible. People do not read business memoranda for the pleasure of reading. They do so in order to receive instructions or information upon which to base decisions or take action. Therefore, highly literary prose is not desirable in business writing. Overly formal prose may also be counterproductive by seeming stand-offish or simply wordy. A style of writing that is too informal can also convey an unintended message, namely that the subject matter is not serious or not taken seriously by the sender. A straightforward, courteous tone is usually the best choice but one that may not come naturally without practice.

Writing is another form of communication, and it's one that you will use often in the workplace. Just like verbal and nonverbal communication, written communication has its own set of rules. Whether you're writing a simple email or an important report, you should try to write professionally by using proper grammar and punctuation. It is very difficult to show and read emotions in writing, but you have to be careful because things like sarcasm often don't translate well via written communication and can be interpreted incorrectly. As the sender of the message however, it is up to YOU to make sure that your message gets communicated clearly. The responsibility for the clarity of the message is yours. Written communication must be clear and concise to properly convey the message.

1. Write every day
Write 3 sentences a day.
2. Think in the language you master
3. Ask for help from friends who are better in writing.
4. Read a book on grammar.
5. Carry a journal.
6. Participate in any writing opportunity.
7. Take criticisms constructively.
8. Do a review every month.
9. Do an improvement in your writing.

To improve our speaking skill we are asked to speak on any subject for 2 minutes. What if we apply the same rule to written communication? Simply take a topic and write 10 sentences without delay.

Or simply take a topic and write for 2 minutes straight. Take the help of a stop watch to keep a record. Then go back and judge the merit of the sentences you wrote.

If you do this long enough, any topic would be given to you and without any fear or writers' block, you would be able to instantly write. Take a time out from your schedule every day and then sit for 15 minutes.

Make sure you're not disturbed during this time. You shouldn't allow any distractions. Sit and open any English book and pick a word and start writing for 2 minutes. Do it 5 times. Within weeks you would see that your written communication will drastically improve.

10. Don't give up yet.

There are different ways businesses encounter written communication. Following are a few examples:

Bulletins Emails Memos Instant messages Reports Job descriptions Employee manuals
Internet websites Letters Proposals Telegrams Faxes Postcards Contracts Advertisements Brochures
News releases

Electronic mail has emerged as a highly popular business communication tool in recent years. Indeed, its capacity to convey important corporate communications swiftly and easily has transformed it into a communications workhorse for business enterprises of all sizes and orientations. But many users of e-mail technology pay little attention to basic rules of grammar and format when composing their letters, even when they are penning business correspondence addressed to clients, customers, vendors, business partners, or internal colleagues. This sloppy correspondence style reflects a lack of professionalism and may communicate to the recipient a view of the company behind the message as equally unprofessional. The ease and informality of the medium should not be confused with the writing necessary to use it properly.

Written communication advantages

One advantage to using written forms of communication is that written messages do not have to be delivered on the spur of the moment; instead, they can be edited and revised several times before they are sent so that the content can be shaped to maximum effect. Another advantage is that written communication provides a permanent record of the messages and can be saved for later study. Since they are permanent, written forms of communication also enable recipients to take more time in reviewing the message and providing appropriate feedback. For these reasons, written forms of communication are often considered more appropriate for complex business messages that include important facts and figures. Other benefits commonly associated with good writing skills include increased customer/client satisfaction; improved inter-organizational efficiency; and enhanced image in the community and industry.

Written communication disadvantages

There are also several potential pitfalls associated with written communication, however. For instance, unlike oral communication, wherein impressions and reactions are exchanged instantaneously, the sender of written communication does not generally receive immediate feedback to his or her message. This can be a source of frustration and uncertainty in business situations in which a swift response is desired. In addition, written messages often take more time to compose, both because of their information-packed nature and the difficulty that many individuals have in composing such correspondence. Many companies, however, have taken a proactive stance in addressing the latter issue. Mindful of the large number of workers who struggle with their writing abilities, some firms have begun to offer on-site writing courses or enrolled employees in business writing workshops offered by professional training organizations, colleges, and community education programs.

LECTURE 4 LETTER FORMAT

1. Parts of a business letter.
2. Effective letter writing.
3. Business letter styles.

1.

Parts of a Business Letter

1. **Letterhead:** This is printed and supplied by our employer. It is used only for the first page of a letter.
2. **Dateline:** It is typed a few lines below the letterhead.
3. **Inside Address:** The address of our reader is typed as it will appear on the envelope.
4. **Attention Line:** This is not always required. It should be used when the letter is addressed to a company or organization as a whole, but we want it to be handled there by a specific individual. It should be underlined or typed in capitals.
5. **Salutation:** We should use an individual's name whenever it is known, preceded by the word Dear. When the reader's name is not known, the person's title is the best term in a salutation. Dear Sir, Dear Madam or Sir, Gentlemen, Gentlemen and Ladies are acceptable in cases of extreme formality.
6. **Subject Line:** It is often omitted, but it is courteous to include it. It identifies the content of our message, so our reader may decide whether the letter requires immediate attention. It should be underlined or typed in capitals.
7. **Body:** This is the actual message of our letter.
8. **Complimentary Closing:** This is a polite, formal way to end a letter; standard forms are *Yours truly* or *Truly yours*, *Sincerely yours*, *Respectfully yours*. Excessively familiar closings should be avoided, except in special situations. *Best wishes*, for example, could be used when the reader is well known to us. Affectionate expressions, such as *Fondly* or *Love*, should be reserved for private correspondence.
9. **Company Signature:** It is often omitted from less formal correspondence; it should be used when the signer of the letter is writing as a spokesperson for the company, not as an individual.
10. **Signer's Identification:** Printed four lines below the previous item to allow space for the signature; this includes the signer's name and any relevant titles.
11. **Reference Initials:** Consisting of the signer's initials in capitals followed by a slash or colon followed by the lowercase initials of the person preparing the letter; this item serves as a reminder of who prepared the letter.
12. **Enclosure Reminder:** Consisting of the word enclosure, followed by a list of the enclosed items.
13. **"CC" Notation:** It is a courtesy, this tells the reader who has been sent a "carbon" copy of the letter.

Sample #1

Your Company Logo and Contact Information

January 11, 2005

Brian Eno, Chief Engineer
Ecology Systems, Inc.
8458 Obstructed View Lane
Durham, NC 27708

Dear Mr. Eno:

Enclosed is the report estimating our power consumption for the year as requested by John Brennan, Vice President, on September 4.

The report is the result of several meetings with Jamie Anson, Manager of Plant Operations, and her staff and an extensive survey of all our employees. The survey was delayed by the transfer of key staff in Building A. We believe, however, that the report will provide the information you need to furnish us with a cost estimate for the installation of your Mark II Energy Saving System.

We would like to thank Billy Budd of ESI for his assistance in preparing the survey. If you need more information, please let me know.

Sincerely,

Nora Cassidy
New Projects Office
ncassidy@company.com

Enclosure: Report

2.

When we have composed the body of our letter and are ready to type, we should keep in mind three things:

- 1. **Typing:** Letters should be single-spaced with double-spacing between paragraphs. Print should be clear and dark. Errors should not be erased or corrected after printing.
- 2. **Paragraphing:** Paragraph breaks should come at logical points in our message and should also result in an EVEN appearance. Paragraphs of approximately the same length will please the eye.
- 3. **White space:** In addition to the space created by paragraphing, we should leave space by centering our letter on the page. An ample margin of white space should surround the message, top and bottom as well as both sides. If a letter is brief, we should avoid beginning to type too high on the page; if a letter is long, we should not hesitate to use an additional sheet of paper.

An effective letter uses short, simple sentences and straightforward vocabulary.

Make sure that you spell the recipient’s name correctly.

Confirm the gender and proper title.

Use Ms. for women and Mr. for men.

When you don’t know the name of a person and cannot find this information out you may write, “To Whom It May Concern”.

Some common ways to address the recipient:

- Salutation**
 - Dear Mr. Powell,
 - Dear Ms. Mackenzie,
 - Dear Frederick Hanson:
 - Dear Editor-in-Chief:
 - Dear Valued Customer
 - Dear Sir or Madam:
 - Dear Madam
 - Dear Sir,

- First paragraph**
 - I hope you are enjoying a fine summer.
 - Thank you for your kind letter of January 5th.
 - I came across an ad for your company in The Star today.
 - It was a pleasure meeting you at the conference this month.
 - I appreciate your patience in waiting for a response.

The last paragraph should include requests, reminders, and notes on enclosures.

If necessary, your contact information should also be in this paragraph.
Some common phrases used when closing a business letter:

- Final paragraph**
- *I look forward to...*
 - *Please respond at your earliest convenience.*
 - *I should also remind you that the next board meeting is on February 5th.*
 - *For further details...*
 - *If you require more information...*

- Closing**
- *Yours truly,*
 - *Yours sincerely,*
 - *Sincerely,*
 - *Sincerely yours*
 - *Thank you,*
 - *Best wishes*
 - *All the best,*
 - *Best of luck*
 - *Warm regards,*

3.

Business Letter Styles

The format (layout) is the visual organization of a business letter.

The main business letter formats are:

- Full Block Style
- Modified Block Style
- Indented or Semi-block Style

Full Block Style

It is **the most formal** of all the styles and is accepted by most businesses.

- Every line is left justified.
- There are no indented lines.
- The dateline is placed two-to-six-line spaces below the last line of the letterhead.
- The inside address placement varies depending upon the length of the letter.
- A common spacing is four-line spaces below the date line.
- The salutation is placed two lines below the attention line (if an attention line is provided).
- The first line of the body is placed two lines below an attention line or two to four lines below the last inside address line.
- Paragraphs are single spaced, with a double space between paragraphs.

While there are no set rules governing format use, it is generally used for:

- requests or inquiries;
- claims, announcements;
- records of agreement;
- transmittal of other technical documents;
- job applications.



306 5th Street, Clarkston, Washington 99403

July 9, 2012

Valley Empire Collection
11707 E Montgomery Drive
Spokane Valley, WA 99206

ATTENTION: MS. LINDA WHATTAM

Gentlemen and Ladies:

Subject: Mr. Jerry Michaels, Account # 69 102 001

We would like to turn over to your services the account of Mr. Jerry Michaels, 905 North Nelson Street, Spokane, WA 99202. The balance on Mr. Daniels' account, \$817.95, is now 120 days past due; although we have sent him four statements and five letters, we have been unable to collect his debt.

Mr. Michaels is employed by O K Furniture Company, Spokane. He banks at the Spokane branch of Americanwest Bank and has been our customer for four years. We have enclosed his file for your reference.

We are confident that we can rely on Valley Empire as we have in the past. Please let us know if there is any further information, with which we can furnish you.

Sincerely yours,

WALMART


Martha Gillian
Credit Manager

MG/w1
Enclosure
cc Mr. David Wing

Modified Block Style

Modified block business letters use a slightly different format from the full block ones.

- Most parts of the letter are left justified and single-spaced.
- The exception is the dateline, complementary closing, company's signature, signature line, and signer's identification.
- These are tabbed slightly from the center to the right of the paper.



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
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Sincerely yours,

WALMART


Martha Gillian
Credit Manager

MG/w1
Enclosure
cc Mr. David Wing

Indented or Semi-block Style

The indented or semi-block style of business letter is very similar to the modified block one.

The only difference between the two is that the paragraphs of the semi-block letter's body are indented one tab stop.

In the US, the indented letter does look a little outdated, although many companies still use it.



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July 9, 2012

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Sincerely yours,

WALMART

Martha Gillian
Credit Manager

MG/wj
Enclosure
cc Mr. David Wing

Letter Punctuation Styles

The salutation and closing should be punctuated consistently: either both are followed by punctuation or neither is followed by punctuation.

- **Standard or Mixed Punctuation:** The salutation is followed by a colon; the complimentary closing is followed by a comma.

Within the body, the general rules of punctuation apply.

- **Open Punctuation:** No punctuation is used (that is, no punctuation after salutation and complimentary closing), except in the body. Within the body, the general rules of punctuation apply. Open punctuation style is becoming common, especially in the US.

Postscripts

- It would be the best to avoid postscripts; when a letter is well planned, all necessary information is included in the body.
- If a postscript is required, it is preceded by *P.S.* or *PS*:

P.S. Let me remind you of our special discount on orders for a dozen or more of the same model appliance.