Zig Zag Education

2022 specification
first exams in 2023

Unit 7: Business Behaviours

Course Companion
for T Level in Management and Administration

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Contents

Teacher's Introduction

This course companion is for core content section 7: Business Behaviours. It forms part of Paper 1 of the Technical Qualification in Management and Administration, which is assessed externally by City and Guilds.

Students are introduced to core concepts, types and styles of communication as well as professional standards in communication which are crucial to the successful functioning of organisations.

The unit also looks at the importance of self-management in developing responsible employees who are emotionally intelligent and flexible with effective decision-making skills. Students will learn how to manage their behaviour as employees to align with the policies, expectations and code of conduct of an organisation. Lastly, students will learn what it means to show integrity in the workplace and how to build trust with an organisation's stakeholders by having strong moral principles as well as being open and honest.

The material has relevant workplace examples, which students can discuss in class, as well as further research activities which will allow students to apply and discuss theoretical concepts. The use of mind maps, diagrams and matching activities will further enhance students' learning experience and will assist them in retaining information and key concepts.

Suggested answers for all activities can be found at the end of this course companion in addition to a glossary of key terms for easy referencing when studying.

January 2023

7.1: Good communication and social comm

Learning objectives checklist

- [ ] Importance of good communication
- [ ] Good communication in a range of situations
- [ ] Communication types and styles for different target audiences
- [ ] Professional and everyday communication
- [ ] Different marketing communication strategies
- [ ] Professional standards, protocols and procedure:
- [ ] Using an appropriate communication type

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Introduction

This topic w ⬛ at he important part that communication plays in the ⬛ sful running of a business. Examples of good communication will be explored as well as different communication types and styles, which vary according to the audience that the business is trying to reach. The importance of adapting personal communication styles to function within a professional environment will also feature along with the role of marketing communication in attracting the right target audience to the right product at the right time and at the right price – the so-called **marketing mix** – combined with **attraction**, online, offline and **push and pull marketing**. The communication styles within a business also need to meet certain professional standards, protocols and procedures. At the end of the topic, students will have a better understanding of how to select the appropriate communication type for different situations, media and audiences.

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The importance of good communication

The importance of effective communication in the workplace cannot be underestimated. Within organisations or **internally**, members must communicate with each other daily, on different levels of the **organisational hierarchy**, such as managers when giving instructions to employees, or colleagues communicating with their peers when working on the same project. F⬛ a⬛, communication also takes place with role play rs bu⬛ the business, such as suppliers and custo⬛ s.

Businesses need to comp⬛ order to achieve their objectives of

- Mainta⬛ od relationships with their employees, custom⬛, **suppliers** and **shareholders**
- Marketing their products and services
- Creating and maintaining a specific **corporate image**
- Negotiating and maintaining trade and sales activities with other organisations
- **Recruiting** new employees
- Conducting internal processes such as instructing, informing, decision-making, problem-solving, **intervention**, training and obtaining feedback from staff members.

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The importance of good internal and external communication

Internal communication

Communication between employees and with stakeholders of the organisation

- Strengthens working relationships between employees
- Helps managers to become more efficient
- Assists with the achievement of company objectives
- Improves the quality of decision-making
- Increases feedback and suggestions from employees, which leads to better planning
- Boosts staff morale
- Employees have a better understanding of what is expected of them
- Leads to improved problem-solving
- Essential for training

External communication

Employees of the organisation communicating with customers, job applicants and external suppliers

- Improves the relationship between an organisation, its customers and the public
- Keeps suppliers and customers up to date on changes in the organisation
- Needed to select and recruit new employees for employment at the organisation
- Strengthens the corporate culture/image of the organisation
- Assists in the marketing of products and services
- Allows the business to network and increase its client base
- Helps to settle complaints from customers
- Improves efficiency when working with suppliers
- Needed when selling products

What good communication looks like

Good communication will take place when a message has successfully been communicated from a **sender** to a **receiver** via a selected **channel of communication** and when the message has been received and understood by the **receiver** as originally intended by the sender. Appropriate feedback will be given to the sender by the receiver. The feedback could be direct verbal or written feedback, or indirect feedback in the form of an increase in sales when a business selling products.

Good communication involves:

- A sender who can speak clearly and who applies the voice elements of voice, volume, articulation, pitch and tempo when communicating face to face and who focuses on 'correctness' when speaking or writing to ensure that the message has been **encoded** using suitable language and **register** which will be understood by the receiver or audience.
- A message that is clear, concise and coherent and is designed to give enough facts and detail without being vague.
- Designing the message to suit or match the needs of the audience/receiver.
- Being aware of potential internal **barriers** present in the speaker or receiver environment that might interfere with the communication process.
- Receiving appropriate feedback from the receiver which indicates that the m
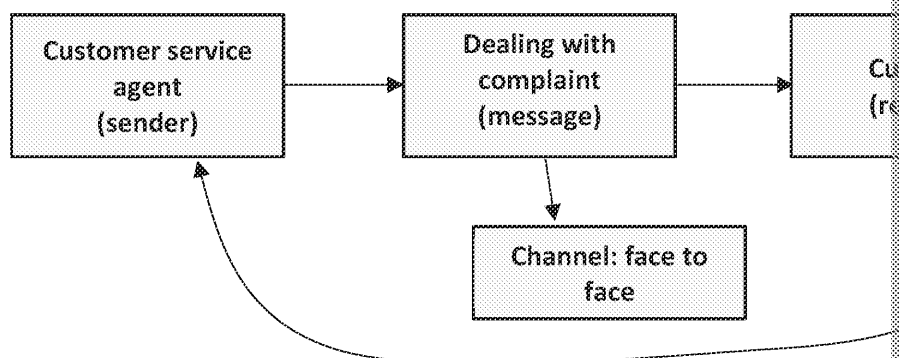
*An example of communication b_tw__n_ _ustomer service agent a_*

Activity

Identifyin_ _ _ ples of good communication in a range of situations

Look at the __ferent communication examples below and identify whether each __ internal or external communication.

> Credit Suisse is offering its customers more online applications and a quicker response time.

> Barclays has a code of conduct – 'The Barclays Way' – which outlines the values and behaviours that determine how it conducts its business and builds relationships with employees, customers and suppliers.

> Boots pharmacy changed its internal brand identity with 'colourful brushstrokes' as part of a new marketing strategy and used personal pronouns such as 'We' and 'I' to make its communication sound more inclusive to employees and customers.

> IBM started a communications campaign to encourage its business consultant employees to reskill into hybrid cloud consultants.

> In January 2015, Tesco created an online community for its suppliers to connect. This was a good public relations move after the retailer was criticised for the way it dealt with its suppliers.

Different communication types and styles for different ta

Verbal communication

In communication theory, **verbal communication** is divided into spoken and written language which can be both direct and indirect. **Direct spoken/oral communication** is characterised by eye contact and, therefore, direct feedback, whereas **indirect spoken/oral communication** is characterised by indirect feedback due to a lack of eye contact when an employee is speaking to a customer over the telephone. Written communication is seen as 'direct' when an answer is expected from a specific individual or organisation once correspondence has been sent. An example of **indirect written communication** is a company advertisement published on a social networking site which is aimed at a large public audience and where the 'public' response to the advertisement will be indirect and delayed.

Speaking

Members of an organisation are faced with different business situations in which they must communicate through speaking as part of verbal communication, whether it is to make contact with new customers or suppliers, selling or marketing products or whether it is to conduct meetings or negotiate new supplier rates.

Articu

Tone

Tone refers to the emotions and feelings in a person's voice. Tone is extremely important when it comes to business dealings with potential customers, suppliers and investors. Speaking in shorter sentences with certainty and confidence will allow a negotiator to sound more resolute. A monotonous voice might indicate a lack of interest when dealing with customers. An energetic voice selling a specific product or idea; the use of your voice when selling is even more

> **Brand identity:** An image that customers and consumers have of the brand (product or service) of an organisation, which is created through the way in which a business communicates, its logo and even packaging.

telephone, since the communication addressing an employee during a disc their voice to convey a more serious t organisations use in their communica **identity** and should always remain co build up loyalty with their customers. formal and will be emphasised in the campaigns and strategies.

Pitch

Pitch refers to how high or how low a person's voice is. A higher voice pitch can and needs to be controlled when speaking to important clients because it can inc confidence and can have an influence on the outcome of negotiations.

Articulation and pronunciation

Organisations are regularly conducting business with international clients from across the globe, who speak languages other than English and who might pronounce and articulate words differently, which makes it necessary for employees to apply good listening and feedback skills when communicating and negotiating business deals in order to prevent misunderstan to ensure that they share the same meanings for words or **jargon** used by their i

Volume

The volume of a person's voice refers to how loudly or how softly a person speaks. An individual can adjust the volume of his/her voice to emphasise important points when conveying information or when giving instructions in the workplace. How softly or how loudly a person speaks can also differ according to a person's culture, background or personality, and appropriate conduct should be considered when dealing with clients. There has been an increase in the popularity of virtual communication, such as video conferencing and virtual meetings, and it is important to be aware of the volume of your voice when participating. You should adjust your volume dependi... ...ti... microphone that you will be using and consid... t... e h... ground noise and qualit...

Paying
pronunciati...

Tempo

The tempo of ...er... ... ...e is how slowly or how quickly they speak. In busine... important ... ia...ons with international clients or when speaking to clients ... needs to ad...s/her tempo to allow for better understanding and feedback. T... important to check for understanding.

Case study

In a job advertisement, placed online, a travel agent is looking for a 'Customer Relations Advisor' to solve customer complaints over the telephone.

1. Explain why each of the following voice elements will be important when helping customers solve their complaints over the telephone:
   - Tone
   - Pitch
   - Articulation
   - Volume
   - Tempo

2. How will the Customer Relations Advisor ensure that he/she is clear, concise and coherent when speaking to the customers?

3. What will happen if the Customer Relations Advisor does not communicate...

Questioning techniques

To communicate and carry out the different functions of an organisation, members of an organisation need to ask the right questions to obtain the right information and feedback from peers, customers, suppliers and shareholders, which will help with business functions such as managing, problem-solving, marketing, innovation, customer relations, training and recruiting.

Open-ended questions are open because responses will differ from person to person. They could, for example, be used in situations where new ideas are first introduced and the reactions of the staff are tested to see whether they are open to the new suggestions: 'How would you feel if we...?' These types of questions are also used when meeting clients for the first time, or during an interview when a candidate is encouraged by the interviewer to introduce him/herself: 'Tell me about yourself...'

Closed questions have 'yes' or 'no' answers and are often used in training or dur been given to ensure that team members have understood the details of the complete the project by...?'

Managers could also use leading questions to try to persuade employees to perf agree with a certain point of view; for example: 'The first logo portrays our comp don't you think?'

Non-verbal communication

Non-verbal communication is the use of language other than words and includes facial expressions, eye contact and communication relying on the hearing of the receiver, known as **acoustics**, as well as communication that relies on the sight of the receiver, such as signs and symbols, known as **visual semiology**. Other forms of non-verbal communication include **tacesics** and **proxemics**. A person's dress and posture also form part of non-verbal communication.
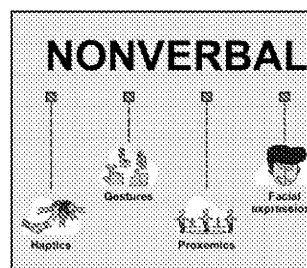
Non-verbal communicatio and supports verbal co an

In the business world there are many situations which require employees to communicate non-verbally, whether it is to give a firm handshake when meeting clients for the first time or making eye contact during a sales pitch. Non-verbal language can assist in creating a strong **rapport** with clients and build trust between parties. Non-verbal communication can communicate the true intentions and feelings of employees towards ideas put forward by their managers.

There are differences in the way non-verbal communication is understood by different cultures and this should be kept in mind when communicating with international clients or colleagues. Making eye contact could communicate honesty and trust in one culture but could be a sign of dishonesty in another.

Acou relyin receiv eleme tempo paral
Visua relyin such a
Proxe space
Taces touch

Eye contact

Eye contact is important when delivering presentations and when communicatin colleagues, shareholders or suppliers. Making eye contact conveys your emotion therefore, important to pay attention to this non-verbal element when conducti affect the credibility of the speaker when it indicates irritation with a difficult cu

Making eye contact is important for the following reasons:
- It builds **rapport** between the sender and the receiver
- It builds and maintains trust with internal and external customers
- It is an indication of the confidence level of the speaker
- It indicates interest and a willingness to listen
- It helps the sender to obtain feedback from the receiver or listener
- It helps the sender and receiver to stay focused on the message

Body language

Body language incorporates aspects such as posture, facial expressions and gestures, which is also known as **kinesics**.

Your posture has an impact on your confide... le ... the way that you walk into carry yourself can impact the succ... ... likely to have during a job intervie... client for the first time, wh... ...ting an important meeting or when deliveri... A positive po... ...king upright and, when standing, balancing your fee... slightly apa... ...can distinguish between open and closed body language. Ope... indicate hon... ...and receptiveness, while arms folded across the chest indicates...

It is important for a receptionist to sm... the organisation, since this is the first... influence the first impression that cus... Facial expressions are often involunta... inconsistent with verbal communicat... should not be in contradiction with a... messages. Smiling when you are not i... forward in a meeting indicates a conf... verbal communication.

Body language should always support verbal messages.

Rapport: A connection with your cus...

Kinesics: The study of facial expre... gestures as well as other body mov...

Motion: A suggestion that an indivic...

Examples of positive and negative body language

Open hands, arms or palms (Honest...)

Relaxed posture (Comfortable, self-as...)

...da...ig (Approval)

Positive body language

Making eye contact (Trust)

Thumbs up (Approval)

Firn handsh... (Confide...

Sitting ... (Co...

Smili... (Friendl...

Looking at your watch *(Inattentiveness)*

Tapping feet or hands *(Impatience)*

Fidgetin⌷ your h⌷ *(Discom⌷ restless⌷*

Negative body language

Crossing your arms *(Resistance)*

c⌷

Yawnin⌷ *(Boredon⌷*

Biting your nails *(Anxiety)*

Biting ⌷ ⌷ ttom *⌷ ⌷ ess)*
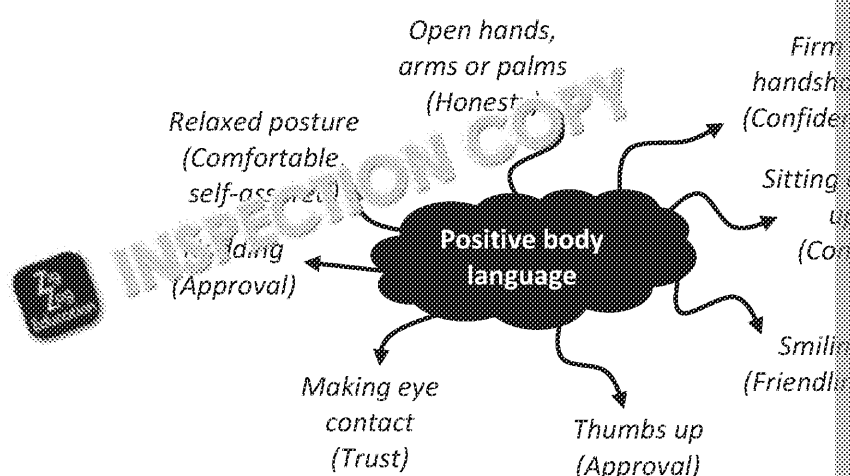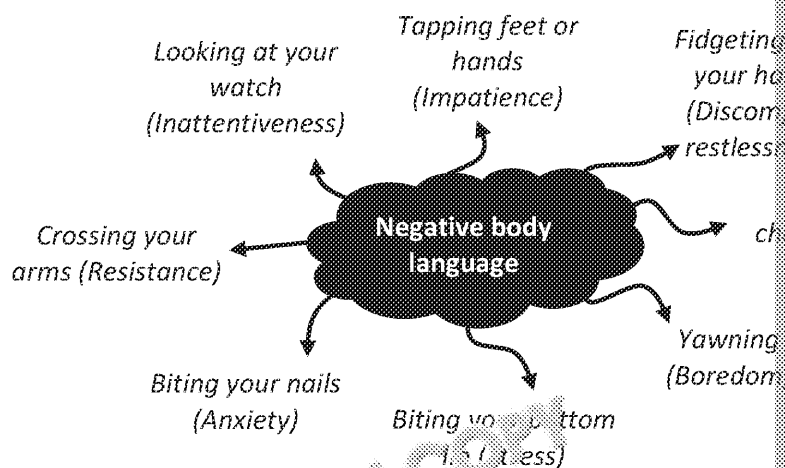
Resea⌷ ⌷s.⌷

Listen to ⌷ ⌷sychologist Amy Cuddy on TED Talk, talking about how your b⌷ you are: **zzed.uk/12006-body-lang**

1. What type of body language will a person typically display when facing⌷

2. Do you agree with the following statement? Give reasons for your answer⌷

   'Our non-verbals govern how we think and feel about ourselves.'

3. Can you think of scenarios in the workplace where you would use 'power ⌷

4. What does Amy Cuddy mean when she says 'You have to fake it till you ⌷

Good eye contact and attentive body language indicate active listening.

Active listening

In businesses there are a range of situati⌷ information takes place which requires g⌷ speaker and the listener. A job interview⌷ listening, where an interviewer is asking⌷ assess the interviewee's suitability for th⌷ example could be when a manager or te⌷ about a new project and team members⌷ project to give feedback on the practical⌷

In order to actively listen, it is important t⌷ active process, whereas 'hearing' is passive. Listening is a deliberate attempt to m⌷ what the other party is saying. It involves the use of verbal ⌷ ⌷ ⌷on-verbal languag⌷ communication process. An active listener should ⌷ ⌷ ⌷en ⌷o new ideas and s⌷

The steps involved in the active li⌷ ⌷ ⌷ ⌷cess are:

- Making a deliberate ⌷ ⌷ ⌷ocus on the speaker as a starting point
- Establi⌷ ⌷ an ⌷ ⌷pport with the speaker to win the speaker's trust
- Identif⌷ ⌷ bias or preconceived ideas or opinions that you as a listener ⌷ ⌷nt have, which may make you less receptive to the message
- Not interrupting the speaker early in the conversation
- Use of verbal and non-verbal 'cues' to indicate an interest in what the spea⌷ through **filler sounds** or nods of approval
- Ensuring clarity of the message being conveyed through paraphrasing or by⌷
- Asking open-ended and specific questions to show interest and gain additio⌷
- Interpreting and analysing feedback from the receiver to establish whether⌷ communicated

Written communication

Email

Email remains one of the best forms of communication within a business, if used for business purposes, because of the ease and speed at which managers, colleagues and customers can send messages to each other. The formality of an email will differ between formal – if you do not know the individual or organisation well – and less formal – if you are sending an email to a colleague or an employee in another department within the same organisation. It can be accessed on various electronic devices, such as tablets, mobile phones and even smartwatches, using applications such as Microsoft Outlook or other email applications. Emails serve as written records of business agreements and enable the sender to attach contracts, minutes of a meeting and other supportive documents to the email.

Emails can be used in organisations for the following reasons:

* As notifications for messages sent out by the secretary on behalf of the manager
* As a means to inform staff members of important information or changes in
* To order products or book supplier services
* To act as a goodwill message to customers
* For marketing purposes in the form of a direct marketing email addressed to
* As a bulletin to publish important company information or events
* As a form of internal communication between colleagues on the same level (horizontal communication), or between employees towards the bottom of higher up the hierarchy (vertical communication) or vice versa
* To communicate with job candidates during the recruitment process

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From: m.doherty@financesolutions.co.uk
To: g.smith@stationeryhub.co.uk
Cc: d.finley@accounts.co.uk   **Bcc:**
Date: XX/XX/XXXX
Subject: RIALTO COPY PAPER X50 REAMS   **Attachment:** Invoice n

Hi Gloria,

We received the 50 reams of copy paper that we ordered, thank you.

Our only concern is that it is a different brand than previous orders. Is it possibl to replace it with Rialto reams?

Thank you in advance.

Kind regards
Michelle Doherty
Tel: +44 1993 567932
Fax: +44 1993 567940

An excerpt of an email enquiry sent to a supplier.

When sending an email, consider the following:

* The subject line should be specific, clear and concise to avoid being viewed
* Ensure that the correct recipients are selected to receive the email:
  o 'To' for one recipient or multiple specific intended recipients; Cc (carbo recipients to be able to see the email as well; and Bcc (blind carbon cop the email to other recipients whom the actual, intended recipient(s) wi
* Use a professional tone in your email and avoid overfamiliarity with busines
* Use informal greetings and register such as 'Hi' for colleagues or internal sta and surname for important clients.
* Do not write in capital letters – this indicates that you are 'shouting'.
* An email can be concluded with 'Kind regards', 'Best wishes' or 'Many thank

Memo

The aim of a memo is to send concise notifications or to inform staff members of important occurrences or of organisational procedures or changes within the business. It is important to note that a memo is an example of internal correspondence because it is sent to staff members and departments within an organisation. A memo is also used when sending progress or feedback reports to management to keep them updated about projects or events. Memos are sent via email, and documents can be attached to the correspondence.

Memos could be sent for the following reasons:

- A manager wanting to communicate revised dea~~~~ f~~~~ a project
- A secretary communicating the arrange~~~~n~~~~ f~~~~ company farewell
- HR requesting staff members t~~~~ ~~~~at ~~~~ ~~~~sonal information
- A sales manager congr~~~~ ~~~~ ~~~~s staff on achieving their sales targets fo
- Managem~~~~t r~~~~ ~~~~ staff about office hours
- A men~~~~ h~~~~d office communicating a change in tax legislation

Guidelines when writing a memo include:

- Memos should be concise and to the point
- Choose a subject line that immediately reveals the content of the message
- An introductory paragraph is not needed – start with the relevant informati
- The tone of your memo should be firm and confident
- Ask for action at the end of the memo, if needed
- Ending with a goodwill sentence or on a positive note will maintain a good r

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<div style="text-align:center">

MEMO

</div>

To: All staff

From: Annie Meyers

Date: 15th July 2022

Subject: SIGNING IN AND OUT

It has come to the attention of management that staff members are not si~~~~ as required.

Warnings will be issued to staff members who do not comply.

We appreciate your cooperation in this regard.

Regards

A Meyers

A Meyers

A memo sent to staff reminding them to comply with an internal o~~~~

Reports

There will be different occasions in organisations which warrant reports being written. Reports are often written after research has been done to solve problems in the workplace; for example, if there has been an increase in **staff turnover**. Employees also need to report on events that they attended or give feedback on the progress they are making on a project. When accidents occur in the workplace, reports also need to be completed. Financial reporting informs shareholders about the financial position of the business and is usually done annually. Reports can be formal or informal, depending on the specific situation which presents itself. Informal reports could be quick feedback given about a project to a manager in memo format. Examples of reports include financial, feedback, progress or investigative reports. Reports play an important role in providing feedback to management which will ultimately help with problem-solving and decision-making in the business.

The following guidelines should be followed when writing reports:

* Establish the purpose and type of report (giving feedback, reporting on progress or investigative)
* Use headings and numbering
* Be coherent
* Use factual not descriptive language (who, what, where and when)
* Write in the third person
* Investigative reports consist of an introduction / a background, terms of reference, purpose, procedures, findings, conclusion and recommendations
* A report should have a subject heading
* Findings should be based on research
* Data is presented using graphs and charts

*Job candidates need to complete application forms as part of their application process.*

Forms

Forms are often completed by new submit their details to HR, as well a within the organisation. This can in or services from suppliers, or when reasons or tax purposes. Employee events are also required to submit and catering preferences. Many pa available online and should be chec submitting

When completing forms, it is important to take note of the following:

* Complete the form in block letters
* Forms are usually completed in black or blue ink
* Read all instructions and directions carefully
* Check the form for any spelling errors after completion
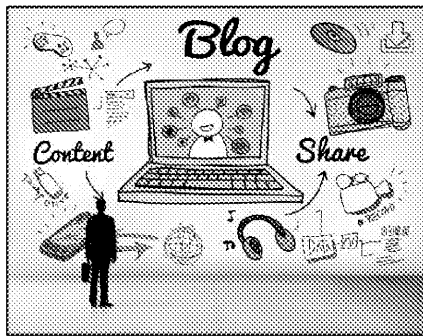
Businesses have a range of online content types to choose from when marketing their services online.

Online content

Businesses share online content as part o[f] products and services. This could range fr[om] features of a product, to a **blog**, which ca[n] customers have been experiencing with s[...] online journal format. The aim of online c[...] existing marketing campaigns by creating[...] organisation's products and services.

> **Blog:** Articles written online, often in jour[nal] chronological order.
>
> **Podcasts:** Br[...]sti[n]g news, interviews[...] audio fil[e] f[orm]at.
>
> **[Test]imonials:** Customers giving positive [...] experiences with a specific service or pr[...]
>
> **E-book:** An electronic copy of a book tha[t] online.
>
> **Webinar:** An online seminar that differen[...] online, usually for training purposes.
>
> **Direct marketing:** A marketing approach[...] personally to introduce them to products[...]

Organisations choose to use the following online content:

- Blogs to keep cust[...] updat[...] he [...]ess of using certain[...]ts
- **Podcasts** featuring interviews or discussions about important business topics or the economy
- Customer reviews and **testimonials** which add credibility to the organisation's products and services
- **E-books** on helpful business hints
- **Webinars** to launch new products or services or to offer product training
- Emails sent in the form of **direct marketing** as a follow-up from online inter[...]

Social media posts

Social media posts are shared by organisations on social media platforms such as Facebook, Twitter and LinkedIn using audio (podcasts or online videos), print (infographics) or audiovisual material (online videos).

Marketing on social media is invaluable to boost an organisation's sales and plays an important part in researching customer or buyer behaviour as well as targeting specific customers. Since users access social media platforms such as Facebook daily, businesses can take advantage of social media activity by keeping track of the lifestyles and needs of different customers.
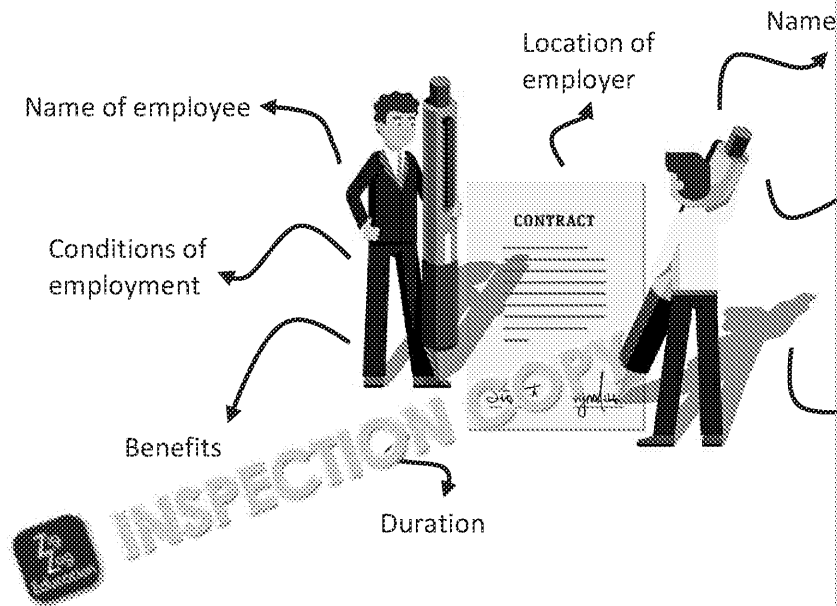
Contracts

The HR department within a business is r[esponsib]le [f]or compiling a legally binding, written agreement betw[een] [the] [or]ganisation and an employee which stipulates the det[ail]s [...] [t]hat will be rendered by the employee in exchange fo[...]ur[...] [...]by the employer. The duration of the contract is also determ[ined] [b]y the organisation, and could vary between part-time, full-time or fixe[d ter]m. Another type of contract used in the workplace is a contract between an organisation and its suppliers. This contract will include the terms and conditions for the delivery of products and services to the organisation by the supplier. Other details included in a supplier contract are payment and time frames for when the services will be rendered.

Aspects included in an employment contract

Name of employee

Location of employer

Name

Conditions of employment

CONTRACT

Benefits

Duration

Research task

Read a blog written by Karen Watkins on the content of an employment contra
questions that follow: **zzed.uk/12006-contract**

1. Give a brief description of the type of information an employer will includ
   under the following headings:
   - Job description
   - Remuneration
   - Benefits
   - Duration
   - Conditions of employment

2. Give examples of any additional information, not covered under the head
   in an employment contract.

Visual

Infographics

One of the ways in which businesses are promoting their products or services online is using **infographics**. Infographics can be used for marketing purposes as online content or social media posts which combine information, data and graphs to represent products or services visually. These representations can also be found displayed in or outside businesses. The idea behind infographics is that information will be shared and remembered in a concise, rapid way making use of images and content.
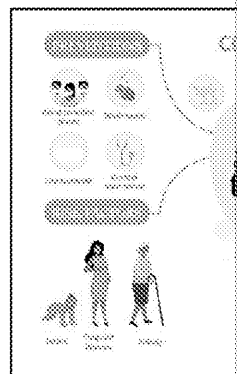
During the COVID *an important rol* *public about the p* *prevent*

Businesses can use infographics to present the follow:

* Steps on how products or services work, such as how to operate machinery, e.g. a phot op
* Lists to show the feature of produc ts or services
* To give informati n about topic, such as different labour legislations affec
* A map w e location of different branches of an organisation
* Timelin how important historic achievements in company history

┌─ **Activity** ────────────────────────────────────
│ Use your mobile phone to take photos of different examples of infographics aro
│ surroundings or on the Internet.

Presentations

Presentations form part of verbal interpersonal communication and combine the use of audiovisual materials. Within businesses, staff members are often required to present data or findings to their managers or fellow staff members to inform, persuade or give feedback on business matters.

Preser *staff m* *train*

A speaker needs to consider the size, type and education level of the audience when planning for a presentation. The venue and purpose of the presentation should also be kept in mind. The structure and wording of the presentation should focus on the needs of the audience as well as on the outcome or action that is desired from the **target audience**.

It is important to gain feedback from the audience through observation of their in the form of question and answer sessions to assess wh the presentation

In the workplace, employees might have ve following types of presen

* PowerPoint presentation wh new or existing staff members
* Presenting a financ ring an annual general meeting
* Welco r ng a new member of staff
* Briefin members on a new project that they will be working on
* Pitching new product ideas during a sales and marketing meeting
* Leading a brainstorming session to come up with new product ideas

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Audiovisual aids used for presentations

Whiteboards

Graphs and charts

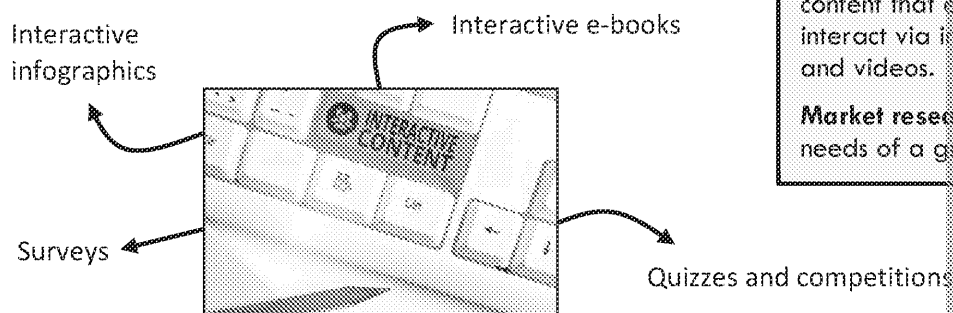Handouts

Fli

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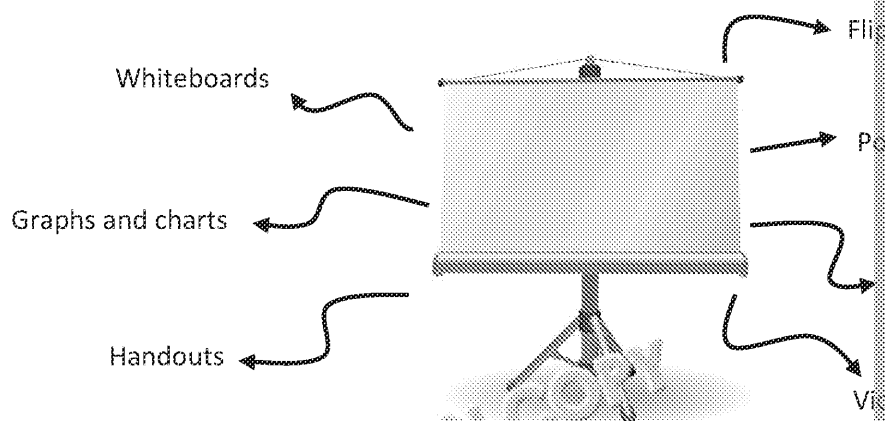
Interactive content

Companies [are] making it possible for their customers to engage with [the] content that they are posting online; this type of content is known as **interactive content**, which requires an input from the user or customer. Interactive content can also be a valuable way to conduct **market research** by asking customers to answer questions on their purchasing decisions or to click on links that will lead them to more information about the product and could ultimately lead to sales. Customers are also getting the opportunity to observe and engage with the product before purchase through various interactive product demonstrations where they can see themselves using the product.

Allowing custo[mers]
services and[...]

Interactive c[ontent]:
content that [...]
interact via i[...]
and videos.

Market rese[arch]:
needs of a g[roup...]
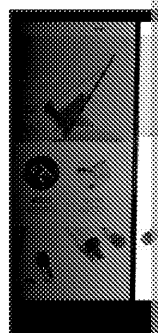
Types of interactive content

Interactive infographics

Interactive e-books

Surveys

Quizzes and competition[s]

Motion graphics and images

With **motion graphics**, organisations can se[nd] strong brand message through the use of vi[deo], te[xt], audio and moving graphics. Advertisers use motion [graph]ic[s] to tell the stories of organisations and to app[eal to] the [nee]ds of those organisations' customers. Product con[cepts a]re successfully introduced through the use of graphic design and movement. An organisation such as Nike has successfully used motion graphics to indicate the features of its latest running shoes through the use of moving images of the shoe, different colours, music, graphics and words from the slogan of the ad campaign.

Motio[n]
image[s]
produc[t]

> **Motion graphics:** Videos displaying text with audio and moving graphics.

Professional and everyday communication

It is important to remember that there are differences in the ways that individua
lives as to how they communicate in their professional lives in a business setting
employees to remain professional when communicating with customers, supplie

Communication element	Professional communication	
Sender	Manager, employees or organisation	
Message	Mostly planned and structured	Mostl
Language/register	Formal Use of jargon	Use o
Receiver	Customers, shareho... ...liers	Acqu

Different marke*i ... ...munication strategies

Marketing ... ...f ...e external aims of an organisation and
involves the ... ... the 4 Ps: product, price, place and promotion.
It involves finding the right location to sell your products and
services at a cost that meets the needs of your customers and
using channels, media and promotional strategies that will reach
the organisation's chosen customers.

Well-known marketing strategies used by organisations include
online and offline marketing, push and pull marketing and
attraction marketing.

Online and offline marketing

Organisations must have an online presence to compete with
other companies when selling their products. The main media
used in **online marketing** is online advertising, social media,
infographics and email. **Offline marketing** makes use of more
traditional forms of marketing such as **print advertising, direct
mail, trade shows** and **telemarketing.**

The advantages of **online marketing** are:
* Reaching a larger target audience
* Market is worldwide, 24 hours a day
* Customers with specific needs can be
  targeted on social media websites
* No printing or travel costs are involved
* Easy to keep track of the results
  of marketing

The advanta... ...f c.. .. ...rketing are:
* Allows ... ...at..r personal, face-to-face
  contact ... ...target customers
* The advertisement is available as a hard
  copy and is more authentic
* Advertising can be done at the point of sale
* Some target customers do not purchase
  online and prefer local advertising
* A variety of different media can be used to
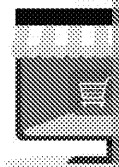 repeat the same message, such as printed
  media, television and radio

Organi...
marketing
products a...
right plac...

Organisa...
online r...

Marketing: Organisations ne...
their ... ...ucts and services; t...
... ...ari..ts and dividing th...
...ustomer groups to focus thei...

Online marketing: Marketin...
various forms of online adver...

Offline marketing: Tradition...
printed media and face-to-f...

Print advertising: The use of...
newspapers, leaflets and br...
products and services.

Direct mail: Sending custome...
correspondence to introduce ...

Trade shows: Shows or even...
and services of various busin...

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Zig
Zag
Education

Course Companion for T Level in Management and Administration: Unit 7   Page 17 of 4...

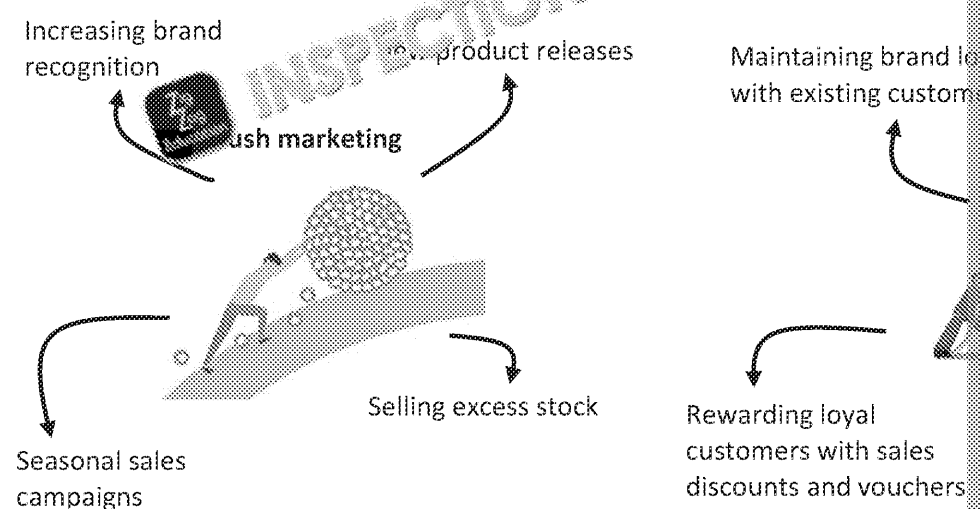## Push and pull marketing

Pull marketing usually targets existing customers to stay loyal and buy products services, while **push marketing** focuses on new customers and pushing products of push and pull marketing strategies varies according to the stage of the **produc** of customers that businesses are trying to reach with their marketing strategies. launched for the first time, push marketing strategies such as printed media, tel will be suitable for introducing the product to the mass public for the first time; **marketing approach** because the brand is not well-known yet. **Pull marketing**, h brand loyalty with existing products, specific target groups or existing customers strategies such as targeting specific customer groups on social media platforms products and services.

Push marketing vs pull marketing

Increasing brand recognition

...product releases

...sh marketing

Maintaining brand l with existing custom

Seasonal sales campaigns

Selling excess stock

Rewarding loyal customers with sales discounts and vouchers

Niche group: A group with specific characteristics such as age or lifestyle which marketing activities.

Word of mouth: Relying on customers to market a product by referring it to ano

Product life cycle: The stage of growth a product is in, ranging from a new proc has been in the market for a while.

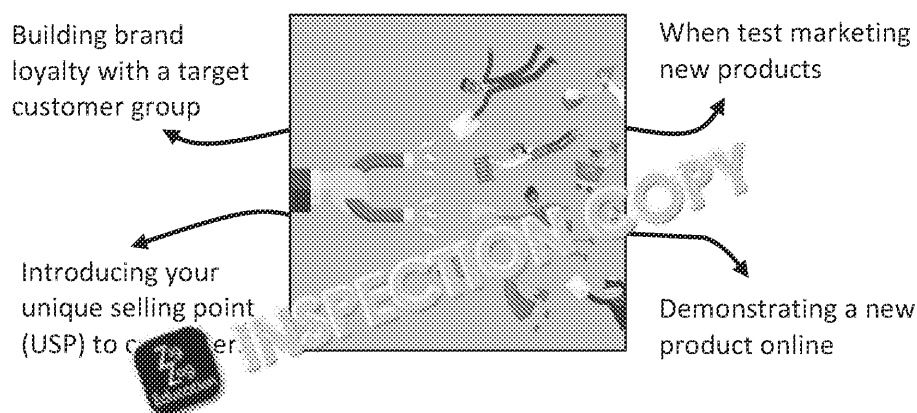**Undifferentiated marketing:** When businesses promote a product to the whole n specific target group or customer type.

Attraction marketing

Organisations often use attraction marketing as a strategy to attract customers t~~~
customers to make their own purchasing decisions. An example would be invitin~~~
session or a trade show and telling customers about the features and benefits of~~~
allowing customers to make their own decisions about the products and services~~~
techniques. This is also a form of **inbound marketing** or pulling customers to the~~~

Building brand
loyalty with a target
customer group

When test marketing
new products

Introducing your
unique selling point
(USP) to c~~~~er

Demonstrating a new
product online

Activity

Recognising different marketing strategies

Look at the different communication examples below and identify whether each~~~
offline, push, pull or attraction marketing.

An insurance company has created an interactive infographic to promote its services.

A famous retailer is offering discount on all its pet food for its pet-loving customers.

A car manufacturer is creating a television advertisement to market its latest model.

A computer software company is offering a webinar for teachers to introduce a new platform for teaching online.

A clothing brand is getting rid of its winter stock and promoting discounted prices.

Professional standards, protocols and procedures when c

Organisations need to have protocols in place for their employees when commu
with colleagues, customers, suppliers and shareholders. These protocols will var
organisation. It is important for protocols and procedures to be updated regular
all employees.

Not adhering to communication protocols will impact the organisation in the foll
- The professionalism of the organisation will be questioned
- It could lead to a poor company image and a loss of customers
- It may affect the relationship with customers, suppliers or shareholders
- It can lead to misunderstandings between staff men

The following protocols and procedures are followed for face-to-face, written or
digital content:

Face-to-fac
- Person conversations should be limited to informal gatherings
- Use formal means of address when addressing senior personnel or business clients
- Make eye contact and smile when speaking or greeting, especially during interviews and when meeting new clients
- Greet customers with a firm handshake
- Follow cultural protocol when meeting international clients
- When presenting, be aware of verbal and non-verbal mannerisms

Written
- Use formal business register
- Check documents for spelling errors
- Use the correct format for salutation/greeting, such as 'Dear sir', depending
- Emails are less formal but should still follow a formal tone when they are di
- All emails or written correspondence should be responded to within 24 to 4
- Avoid the use of slang or informal language in business correspondence
- Ensure that the tone of the correspondence is professional

Digital or electronic
- Keep personal and business posts separate
- Be responsible when posting or sharing information
- Ensure that information is from credible sources
- Maintain organisational confidentiality when posting
- Follow social media policy and the organisati conduct
- Do not post material that is offensiv

Management can minim act of negative communication by taking the
following ac
- Revise unication policies regularly
- Conduct or arrange workshops or webinars on responsible communication online platforms
- Introduce clear disciplinary measures for not adhering to communication pr
- Encouraging staff to share best practices when communicating

Activity

Select the appropriate communication type depending on the situation, mediu

Within the workplace there will be different situations which require the use of d which can be verbal, non-verbal, written or visual.

After having looked at the different types of communication which are used withi different audiences, you should now be able to identify and choose the media a be used in different workplace situations.

Choose the appropriate medium and audience for the different communication si the table below:

Workplace situation	Medium / Communication type
A secretary communicating a sh...ig p paper supply	
An employee ...... g a workplace accident	
An ...... ent to celebrate Women's Day	
Meet... job interview candidate	
Customer approaching receptionist	
Querying an order of stock	
Offering product training internationally	
Steps to evacuate the building	
Introducing new model of a product online	
Presenting information about company code of conduct	

Assessment activity

1. Give one reason why good communication is important to an organisation

2. Give three examples of what good communication looks like.

3. The CEO of an organisation is worried about the lack of responsibility that members are displaying when sharing information online. In a recent incid staff member shared inappropriate, offensive information on his personal page, which has since been shared by colleagues. Explain why this situatio the organisation negatively and evaluate measures that the CEO can take similar incidents from reoccurring.

Learning objectives checklist

- ❏ The importance of self-management
- ❏ Punctuality at work
- ❏ Tracking personal development through CPD logs
- ❏ Different learning styles in support of self-development
- ❏ Adaptability and flexibility in the workplace
- ❏ Methods to prioritise work
- ❏ Escalating problems
- ❏ Giving and receiving feedback

- ❏ Resilience in the w
- ❏ Impact of poor tin
- ❏ Importance of em training events
- ❏ Importance of sett
- ❏ Emotional intellige
- ❏ Being accountable and ownership of

Introduction

In this topic nts will learn how important it is for employees to apply self-management in the workplace and how it will positively impact the organisation. Organisations and individuals in the workplace often face various challenges that require **resilience**, such as interpersonal conflict, financial concerns and stress. Students will learn what resilience means and how to be resilient in the workplace. This section also looks at how employees need to behave responsibly by being punctual and on time for work, which can be achieved through better time management. In order to become self-aware, individuals must be able to track their own personal development through CPD logs and by attending training events. Employees need to be made aware of their own learning styles, which will make training more productive. This topic discusses how individuals and organisations set objectives and plan so that objec achieved; this means considering contingency time in order to meet project dea emotional intelligence to assist with activities at work, which will minimise uncor There are various prioritisation methods available to employees to help them im which will also be explored. Being accountable and responsible is important whe decisions in the workplace. Problems that affect the productivity of the team sho as an important part of a job role and accountability of the individual in the work organisations want to continue to develop and improve, they need to give and r

The importance of self-management

The COVID-19 pandemic of 2020 has emphasised the nee **self-management** employees to work from home, manage themsel ffe vely and to remain pr looking for employees who can manage ne ell, be pro-active, set goals f accountable for any actions or de that they make.

Self-manag w ct the organisation in the following ways:
- **Self-aw** ss of individuals will lead to more rational decision-making
- Development of better team players who understand their own accountabi
- There will be an increase in productivity with an emphasis on maximising tin
- Increased level of trust between management and subordinates due to mor to employees

Self-management will impact the individual in the following ways:

- An improvement in the individual's organisational skills
- A greater sense of responsibility from the individual
- Better time management
- An increase in the **morale** and motivation of the individual due to more responsibility given
- Personal development
- Improved problem-solving skills

> **Self-management:** The skills and ability to manage yourself well within the workplace such as setting goals for yourself, problem-solving, managing your emotions and displaying responsible behaviour.
>
> **Self-awareness:** To be aware of one's own ability, personality, strengths, weaknesses and potential.
>
> **Morale:** The degree of enthusiasm an employee has for doing a job.

Resilience in the workplace

Organisations and employees face many challenges in their day-to-day operations, such as financial concerns, productivity issues, staff turnover and product failures. It is how they bounce back from their failures which allows them to learn from their mistakes and to grow.

Members of an organisation can be resilient in the workplace by:

- Viewing conflict as an opportunity for problem-solving
- Applying innovative approaches to counter failed products or ventures
- Creating a new sense of trust with customers by being open and honest about successes and failures
- Revising outdated policies and procedures to solve new challenges
- Venturing into new markets
- Valuing crucial information gained through failures
- Creating new business opportunities and job roles

> **Activity**
>
> Can you think of examples of how employees and organisations have shown resilience by becoming more innovative during the COVID-19 pandemic of 2020?
>
> Share your ideas with the class.

Being punctual at work

Punctuality in the workplace does not only mean arriving on time for work but also covers aspects such as being swift in responding to customer complaints, answering business correspondence timeously, arriving on time for business appointments and starting meetings on time. The importance of being on time will vary depending on the type of business. In certain organisations, such as trading companies, time will play a crucial role in the financial success of the business. In more creative industries, employees are allowed to work **flexitime** and employees will be given more freedom to arrive at work when they choose as long as their work is done.

The importance of punctuality in the workplace:

* Allows businesses to be more productive
* It promotes positive work ethics
* It makes time for contingencies
* More time available to perform quality work
* It promotes corporate image and professionalism
* Time is money

> **Punctuality:** Being on time and meeting dea[dlines]
>
> **Flexitime:** When empl[oyees]
> which hours they want
>
> **Work ethics:** Acceptab[le]
> guided by values and

Time management

Managing time means allocating the right amount of time to tasks in the workplace, as well as being able to prioritise which tasks are more important than others.

The effects of poor time management on the individual are:
* The employee struggles to meet company deadlines
* It can lead to overwork and burnout
* It can lead to a low morale if a staff member cannot complete tasks set
* It will increase the individual's stress levels if their job security is at stake

The organisation will be affected by poor time management in the following ways:
* It can cause team conflict if a team member cannot meet their deadline to assist with a project
* Team tasks and projects will be interrupted or delayed
* It leads to a poor quality of work
* A decrease in productivity takes place
* It may lead to conflict between employee and management
* There will be an increase in customer complaints if services or products are

> **Did you k[now?]**
> Andrew Lake[s]
> author on tim[e]
> an ABC mod[el]
> to their level
> medium and

The use of CPD logs to track personal development

In order for employees to manage and develop themselves, they need to keep track of their own professional development. CPD stands for **continuing professional development** and is required by organisations to keep track of the personal qualifications and experience of their employees, in order to identify any skills gaps or opportunities for growth, development or promotion. It is expected of employees to regularly update their skills and to stay informed about changes in the industry; this is done by formally documenting their qualifications, training and progress made towards achieving their overall career goals. A CPD document also allows individuals to reflect on their strengths and weaknesses and to indicate which skills they need to improve on.

The reasons why CPD is important in the workplace are:
- Organisations are continually changing, necessitating new job roles
- Certain industries require employees to have formal qualifications and t job roles as part of legislation
- It offers employees opportunities for promotion once training has taken pla
- Setting training goals will challenge staff and will be good for staff morale
- Businesses compete with other organisations and need to offer the same le
- It allows employees to get involved in ground-breaking research and projec a whole
- Well-trained staff will improve product and service delivery, which leads to

The importance of employee attendance at training even

One of the ways in which organisations offer their employees professional development is through events such as trade shows, seminars, exhibitions, workshops, conferences and webinars. Employees are able to meet experts in the field and to gain knowledge about new technologies, research and development. These events also offer opportunities for networking with industry professionals and joining information and Q&A sessions on various business topics. Employees themselves are often invited to represent their firms, share their knowledge and speak at trade events.

Research task
The link below is for the ames Valley Chamber of Commerce website: **zzed.**

1. Wr n the topics of the next five events that are taking place.
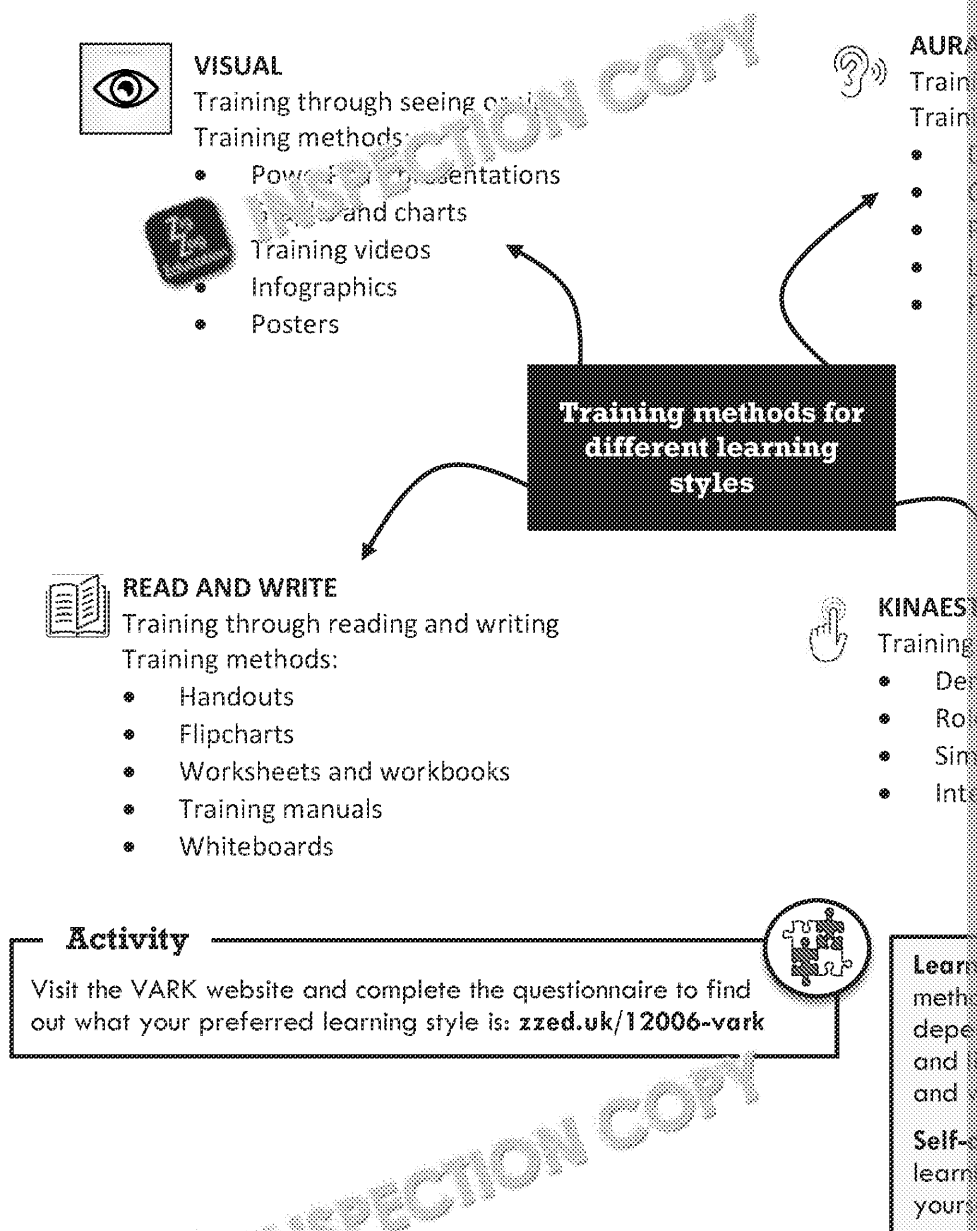2. Why would businesses be interested in sending their employees to attend down in question 1?

The importance of different learning styles in self-devel[...]

The main **learning styles** that are identified in professional or **self-development** [...] and kinaesthetic. These four types of learning are also known as the VARK mode[...] 1987. These learning styles will help employees when they are training to retain [...] and improve their training experience. Individuals have unique preferences whe[...] even combine the different learning styles.

The following mind map illustrates how organisations can cater for the different [...] the CPD they offer:

VISUAL
Training through seeing [...]
Training methods:[...]
* Pow[...] [...]entations
* [...] and charts
* Training videos
* Infographics
* Posters

AURA[...]
Train[...]
Train[...]
* [...]
* [...]
* [...]
* [...]
* [...]

Training methods for different learning styles

READ AND WRITE
Training through reading and writing
Training methods:
* Handouts
* Flipcharts
* Worksheets and workbooks
* Training manuals
* Whiteboards

KINAES[...]
Training[...]
* De[...]
* Ro[...]
* Sin[...]
* Int[...]

Activity

Visit the VARK website and complete the questionnaire to find out what your preferred learning style is: **zzed.uk/12006-vark**

Lear[...]
meth[...]
depe[...]
and [...]
and [...]
Self-[...]
learn[...]
your[...]

Setting and meeting objectives and planning for continge

All organisations have a **mission statement** which determines the direction in which the organisation wants to go and which is accompanied by the **long-term goals** of the organisation. It is important for employees and organisations to set **short-term objectives** in order to achieve the long-term goals of the business and which align with the mission statement of the organisation. Short-term objectives enable employees and organisations to track their progress towards achieving their goals; it gives them direction and stipulates how they can achieve their goals. Different departments within an organisation will set their own objectives which relate to the activities of each depa   nt. Without objectives, businesses will not progress c   w

Organisations and employees set obj   to:
* Achieve economic
* Expand   et
* Improv   uctivity
* Develop staff/themselves
* Satisfy customers
* Control quality
* Be competitive

Short-term objectives need to be SMART, which stands for specific, measurable, achievable, realistic/relevant and timed.

> **Mission statement:** A stateme of business an organisation is, to do and what it values or be
>
> **Market share:** A percentage o organisation's products.
>
> **Long-term goals:** Future goals not been broken down into sho
>
> **Short-term objectives:** Objecti short or medium term and are

The SMART criteria will enable individuals and organisations to achieve their obj
* **Specific:**
  * Objectives which are specific will stipulate exactly what the organisatio
  * For example: Acorn Travel would like to increase its sales (unspecific) Acorn Travel would like to increase its sales by 5% each month (specific

* **Measurable:**
  * Individuals and organisations need to be able to measure their success **quantitative** or **qualitative** to be able to measure how close the individ the objective. Sales targets or business activities will be compared or m each month.
  * An employee's personal objective might be: I would like to manage new
  * A more measurable objective would be: By February 2023, I would like in France, Spain and Italy.

* **Achievable**
  * Objectives which are achie   realised within a realistic time f market share might   be   ssible within a few months or a year. An without suffi   s   rces such as finances or human capital will stru w   sh   period of time.

* **Realisti   levant**
  * For objectives to be relevant, they need to align with the goals and mis organisation. An employee who wants to receive training for a softwar to use in their line of work will be an unrealistic self-development obje

* **Timed**
  * Employees and organisations should set objectives with deadlines to e achieving the objectives within a given time frame. Time set for objecti progress towards achieving a particular objective.

Contingency time for project deadlines

When getting involved in projects and setting objectives, employees and organisations should consider alternative time frames and should anticipate potential risks or problems that might prevent the project from being completed on time. This forms part of **risk management** and means considering risks which involve time, costs, technology and resources. Questions should be asked about what will happen if the deadline for a product changes or if there is a system failure or if suppliers fail to deliver or employees stop working on a project.

> **Risk manage**
> analysing and
> risks faced by
>
> **Quantitative**
> refers to a nu
> quantity, whe
> characteristics
> objectives and

Adaptability and flexibility i̵ ̵ w̵ ̵kplace

Employees need to be awa̵ ̵ ̵ ̵ ̵ ̵the internal and external environments of businesses are ̵ns̵ ̵ ̵ ̵ ̵nging and this necessitates a **positive mindset**, adaptabilit̵ ̵ ̵e̵ ̵ility in the workplace.

What does it mean to be flexible and adaptable in the workplace?
Being flexible and adaptable in the workplace means:

- Being able to have a positive mindset when facing unexpected changes
- Taking on different job roles if needed
- Able to work with different people and teams
- Willingness to train and learn new skills
- Open to suggestions from others
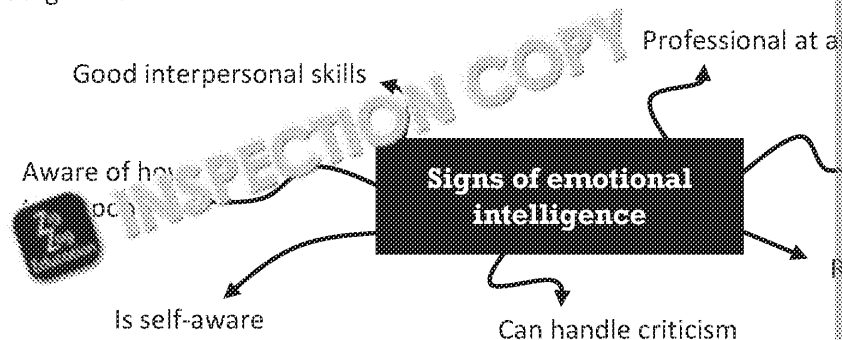- Adapting to changes in your work routine or environment

> *Organ*
> *work r*

> **Positiv**
> maintai
>
> **Adapta**
> circums
>
> **Flexibi**
> when y

Displaying emotional intelligence to support work activi

Emotional intelligence refers to an individual's ability to manage their own emot understand the feelings of other staff members; this is known as **empathy**. Und others in the workplace is important to prevent unconscious bias. **Unconscious b** not aware that they are assessing or judging other employees unfairly, based on personal background.

Good interpersonal skills

Professional at a

Aware of h̵ ̵

Signs of emotional intelligence

Is self-aware

Can handle criticism

> **Empathy:** Understanding the emotions of other individuals by putting yourself in
> **Unconscious bias:** Unfairly assessing or judging people based on your own exp
> **Frame of reference:** An individual's own experiences and background.

Methods used to prioritise work

Employees and businesses are consumed by incoming emails and loads of administrative tasks every day. Being able to prioritise is a very important part of self-management. An employee needs to be able to decide which tasks are the most important to complete first in a given day to be as productive as possible. Leaving difficult tasks until the end is not always the best thing to do. Unnecessary tasks should be put off until later. There are various methods that are used to prioritise, and some of these include:

The ABC time management method: An A, a B or a C is allocated to a task according to the urgency of the tasks that needs to be co█████ed. 'A tasks' are urgent tasks which need to be compl██ ██ i█ ████iately, such as an emergency meeting that needs to ██ ██████ce██ ██ tasks' are important and also need to be done, but th██ █ ██ ████one after urgent tasks, such as obtai█ printer. 'C tasks' are not ██ ██ ██ ███ and can be done when time becomes availab█

The Eat the ██ ███ethod by Brain Tracy is a method of prioritisation that sugges█ the hardest, ████ important tasks first at the start of the day. The rationale is th█ the difficult tasks and will not be overwhelmed by less important tasks.
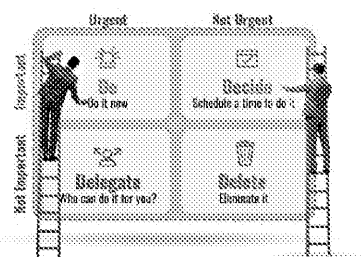
The Eisenhower Matrix is a method of prioritisation that focuses on the importance and urgency of tasks.

The Eisenhower Matrix focuses on the i█ have to perform and categorises them a█ neither urgent nor important, urgent bu█ but not urgent. This matrix, developed b█ Dwight D Eisenhower, can help an empl█ categorise the tasks according to urgenc█ and most important tasks first.

Being accountable and responsible for work produced

Being **accountable** in the workplace means being responsible for your own behaviour and taking ownership of the work that you produce as an employee. It is linked to **responsibility**, which refers to performing duties within a designated time, as part of your job description. Accountable employees are committed to their work and they also take responsibility for their decisions. It i█ i█████tant to be accountable in the workplace in order to m█ █nt█ █n █ ██st between managen█ Accountability can be linked to emotio█ █ █ ██ ge█ce since emotionally intellige█ and experiences they encount██ █ith ██s█and during the decision-making proc█ measures to counter in█ █ █ ██ ███ctices and decision-making.

*'A decis█
or grou█
it to thos█
affected█
– Charl█*

An account█████ploye█ will be able to:
* Accept that they have made mistakes and will help to find solutions
* Deliver the quality of work that is expected of them
* Ensure that they attend work on time and consistently
* Meet deadlines
* Anticipate problems before they start
* Lead by example

*Being ac█
respo█*

Being accountable and taking ownership for decisions made means to:

- Be open and honest about poor decisions
- Address employees directly to talk about the consequences of your decisions
- Restore confidence in your leadership by having strategies to minimise the impact of poor decisions
- Follow the announcement of poor decision-making with firm, assertive action

Escalating problems and concerns

An **escalation** of problems in the workplace becomes necessary when employees on projects are facing challenges and are unable to continue because either they have enough experience or authority or they have to make changes to the project can only be approved by higher management. It is part of the job roles of employees responsible towards customers by delivering services and products on time. Not able to meet deadlines may lead to a loss of customers. It is important to be accountable and escalate problems and to report any obstacles that will prevent the organisation form achieving its overall goals and objectives.

Escalation needs to take place when:

- Existing strategies to solve a problem are not effective
- A problem is impacting the initial budget and has financial implications
- The project is taking longer than expected and will not meet the initial deadline
- The project is causing an excessive increase in the workload of staff members
- Team members are lacking the necessary expertise to solve the problem

Keep the following guidelines in mind on how to escalate a problem:

- Consider the seriousness of the problem
- Discuss the decision to escalate a problem with all the team members
- Choose the right time to escalate the problem; don't wait until it's too late
- Be specific about the nature of the problem and the various strategies or solutions when reporting the problem
- Escalate the problem to the right person in the right department
- Discuss the desired outcome of the escalation process

The importance of giving and receiving feedback

Employees who receive **feedback** in an organisation are more motivated and productive because it increases their morale and meets their esteem needs to feel recognised and appreciated. Feedback is essential for improved productivity and to intervene when tasks are not performed effectively or when employees need to improve their performance targets. Organisations are structured according to hierarchies that allow communication to flow from the top to the bottom of the hierarchy and from the bottom to the top. Feedback from the bottom of the organisational hierarchy is just as important as from the top down. Individuals must be able to give their suggestions and raise concerns with top management. Customer feedback is also essential since it allows businesses to update and revise their current product or service offerings.
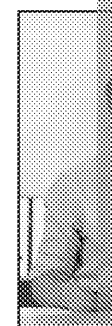
Why is giving and receiving feedback essential to individuals and the wider orga[...]

- Feedback keeps individuals and organisations on track to achieve organisational goals and objectives
- It addresses negative behaviour in organisations
- Conflict can be prevented and resolved through regular feedback
- It gives management an opportunity to reward good behaviour
- It is part of an organisation's CPD to set new objectives for the employee
- The employee's performance is measured against the organisation's projected outcomes
- It helps to build good interpersonal relations between management and subordinates
- It creates opportunities to update and [...] current products and servic[...]

Activity

Identifyin[...] self-management approaches
Look at the [...]ent scenarios and match them with the correct self-management[...]

> An employee has recently taken on a new job role when one of his colleagues left unexpectedly.

> A team member working on a company project struggles to meet her deadlines.

> A manager understands that an employee has not been able to meet a deadline because he is a single father with a sick child.

> A group of team members are unable to continue with a project because they have exceeded their budget.

> After a car manufacturer's latest model failed due to engine flaws, it decided to launch a new model for a different market.

Assessment activity

1. What does the following statement refer to?
   'Unfairly assessing or judging people ba[...]ed on [...]r own experience and b[...]

2. A new employee stru[...] to [...] her deadlines for a project on a regula[...]
   Explain how th[...] [...]ve a negative impact on the organisation.

3. The m[...]ng team of an organisation has been working on a new advert[...]
   to design a new website for a regular client. They have realised that they [...]
   the initial deadline that their client set. Explain why this is a problem that [...]
   escalated and evaluate what the best way of escalation would be.

Learning objectives checklist

- ☐ Types of organisational policies
- ☐ Acceptable behaviour to promote organisational culture
- ☐ Meeting organisational conduct expectations
- ☐ Impact of poor behaviour on an organisation

- ☐ How organisation
- ☐ Reasons for havi
- ☐ Policy content
- ☐ Adaptability to p

Introduction

In this topic, students are intro ed different types and content of policies which guide th ur or employees within an organisation; these inclu av si, human resources and communication policies. The cies play an important role in guiding employees towards correct behaviour in the organisation, and students will learn how these policies can assist individuals to adapt their behaviour and improve corporate culture. They will also understand the need for policies as well as the importance of following a code of conduct to meet the organisation's expectations. Different ways in which organisations can assist employees to adapt or change their behaviour are discussed at the end of the section as well as the impact on the organisation if poor behaviour is not challenged.

Types of organisational policies

Organisations need their members to communicate and behave appropriately a inside and outside the organisation in order to achieve the goals of the organisa can only be done if they follow set procedures and the rules of the organisation in the policies and code of conduct of the organisation.

A new employee will be introduced to the organisation's policies when signing a employment contract for the first time. **Policies** are guidelines, rules and legislat that will guide employees towards consistent and appropriate behaviour in different work situations. Different policies within an organisation include policie designed by HR to safeguard the employee and organisation and to meet legal requirements as well as policies to guide, prevent or correct employees' communication and behaviour.

- **HR policy**
  HR policies exist to prot e employer and employee against unfair pract policies are guid gi ation and will include guidelines with regard to t remur , labour practices and procedures, the management of em metho ell as selection and recruitment guidelines.

- **Behavioural policy**
  Behavioural policies are found in the organisation's code of conduct which employment contract and will form part of the employee's conditions of se organisation's values and moral and ethical principles.

- **Communication policy**
  The communication policy of an organisation controls the way in which info
  communicated between an organisation and its internal and external memb
  shared information follows legal and confidentiality requirements. It also sp
  be used to communicate information and it will give specific guidelines to n
  about their communication with the mass media. Organisations have also a
  use to their existing communication policies which will stipulate which type
  permitted to share on social media. Internal communication media such as
  and guidelines are also monitored in the communication policies of organis

How organisational policies guide condu

An HR policy offers employees guidance in the following ways:
- It offers support and legal advice to employer and employees
- It enables staff to maintain the values and correct behaviour stipulated by
  the organisation while working towards achieving the goals and objectives
  of the organisation
- It keeps working environment safe and free from discrimination
  and harassment
- Employees are guided towards effective training and self-development
- It serves as a reference for problem-solving and decision-making

Acceptable behaviour and organisational culture

An organisation's corporate culture is strengthened when members
adhere to the values of the organisation which are found in the policies
and **code of conduct** of an organisation. A code of conduct will include
the work ethic that employees must follow. Work ethic refers to the
professional, appropriate behaviour which staff members must display
within an organisation.

Acceptable behaviour is important because it expects members of an
organisation to:
- Follow the rules of the organisation
- Be productive and work expected hours
- Be professional in their conduct with external clients
- Build positive interpersonal relationships between colleagues
- Remain loyal to the organisation
- Respect management
- Be trustworthy and hardworking
- Be a positive team player

Th
disp
w

Code o
and gu
behavi

Work e
approp
the wor

Reasons for havir   es

Organisatic   policies in place for the following reasons:
- To help   ain and improve work quality within the organisation
- To set standards for appropriate behaviour
- To adhere to legal requirements
- To guide employees to take responsibility and to correct inappropriate beh
- To inform employees about set procedures in place for problem-solving and
- To inform employees about organisational structure and communication ch

Policy content

Pension
Equality
Social media
Medical aid
Dress code
Confidentiality
Leave
Benefits
Code of conduct
Recruit
CPD
Appraisal
Training
C
Performance
Policy content
Med relat
Notice period
Legislation
Remuneration
In
Health and safety
Termination of employment
Salary structure
Overtime
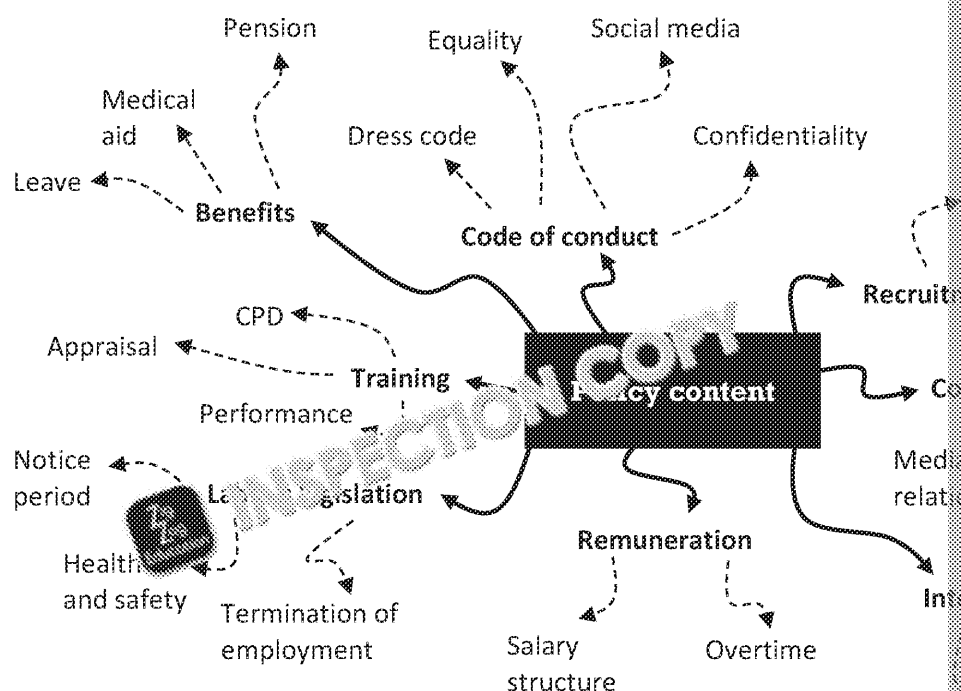
Meeting organisational conduct expectations

Employees within an organisation need to display professional conduct towards stakeholders of the business. The code of conduct reflects the values and standa employees who adhere to the code of conduct align with the overall mission and

The benefits of employees adhering to the code of conduct of an organisation in
* Committed and productive employees who will meet the goals and objectiv they know what is required of them
* A stronger corporate culture and company image based on employees who standards and appropriate behaviour
* Greater trust and a professional relationship between the organisation and stakeholders, determined by conduct standards
* Improved interpersonal relationships and less conflict between colleagues v have the same values and expectations
* A benchmark against which ineffective or ina___p__e behaviour can be n

Adaptability to policy expectations

It is the responsibility of employees to adapt their behaviour to meet the rules and standards set out in the code of conduct of the organisation. This also includes a willingness to change their behaviour if it does not meet certain performance criteria.

There are different ways in which individuals in an organisation can encourage employees to adapt to meet policy expectations, and they include the following:

- **Self-reflection**
  Why is self-reflection a good way for an employee to adapt to meet the organisation's expectations and policies?
  - When self-reflecting, employees ask themselves relevant questions about their goals for the year
  - Individuals are given the opportunity to reflect on their experiences, at
  - It allows employees to consider their strengths and weaknesses as well decision-making and performance in order to improve their behaviour
  - It also involves identifying any obstacles that might stand in their way o organisation's aims and objectives
  - Self-reflection links with the concept of self-awareness and helps indivi enable them to be accountable and take responsibility for poor decisio

- **360-degree feedback**
  This is a form of **appraisal** that allows direct supervisors, managers, peers, d subordinates and customers, as well as the individual employee themselves an employee's conduct and performance anonymously. With 360-degree fe employees will have a greater sense of accountability because they will gras own conduct and performance affects internal staff members, such as man colleagues and peers, as well as external members of the organisation. This form of feedback will enable management to assist employees who experience performance gaps and they will be able to offer the employee assistance and introduce appropriate training methods to meet the needs of employees.

- **Formal conversations and effective communication**
  Formal conversations, which are structured and pre-planned by management on a regular basis to discuss an employee's behaviour and performance or to provide training, are beneficial for the following reasons:
  - Personal conversations allow an employee to feel that the company is personally invested in them
  - It allows managers to intervene immediately before problems start escalating
  - The most cost-effective outcome is ensured when intervention happens as soon as problems occur
  - Formal conversations are convenient and easy to set up
  - It allows management's consistent involvement in projects from start to finish

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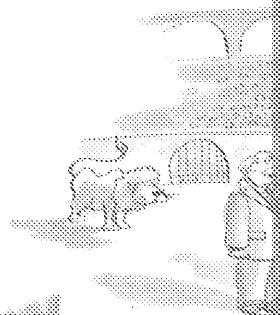
Activity

Study the cartoon, right, and answer the questions below:

1. As a class, discuss why you think performance reviews can be seen in a negative way by employees.

2. What can management do to improve the way that employees view performance reviews?

Got a bad fee
performa

● Recog___ion ___ward
Employ___ed to feel recognised in the workplace and it will increase the
given incentives and are praised for work well done.

Recognising and rewarding employees is important because:
- Employees feel valued by the organisation
- It will improve the morale of employees
- It can set a standard for good behaviour and performance
- It creates healthy competition in the organisation
- It can add to the credibility of the organisation when employees are achieving a certain level of excellence in product or service delivery
- It will improve productivity and retention within the organisation

● **Training**
It is often the case in the workplace that performance standards are not met and that employees need to receive training in order to improve productivity and to become more effective. Training also helps to improve the morale of employees, and a lack of training often leads to low motivation and problem behaviour from employees due to frustration of not being able to do a certain job due to a lack of skills.

Training employees can help employees adapt their behaviour in the following ways:
- It will help an employee to meet correct crit____ ____ ____haviour and performance as identified during a____ra____als
- Employees will gain more t____ an____ ____pful resources to improve their beh____
- Employee____ ___ b___ to troubleshoot and brainstorm s____ t____roblem behaviour during their training sessions
- It ____ an opportunity for management to revise and introduce new behaviour policies and standards
- More experienced staff members can share their best practices during training sessions
- Training sessions can expose the real problems behind certain behavioural patterns

Tra
proble

- **Creating collective goals**
  One of the ways in which management can ensure that employees align wit[h]
  of the organisation is through teamwork and setting **collective goals**.

  When employees are appraised and are completing a personal
  development plan (PDP), they should set objectives not only for
  themselves but in cooperation with their specialised teams or departments
  in order to achieve the overall goals and aims of the organisation.

  Setting collective goals can benefit employees in the following ways:
  o Employees are able to share and receive ongoing expertise and
     support from other team members
  o Team tasks are delegated to suitable team members who have the
     experience to complete their set tasks successfully and, therefore,
     meet their individual objectives and team objectives more effectively
  o Employees are more likely to stay on track with their own objectives
     when responsibilities are shared with a team, due to a sense of loyalty
  o Working with others helps to build individual and group morale

Collective goals: Goals which are set as part
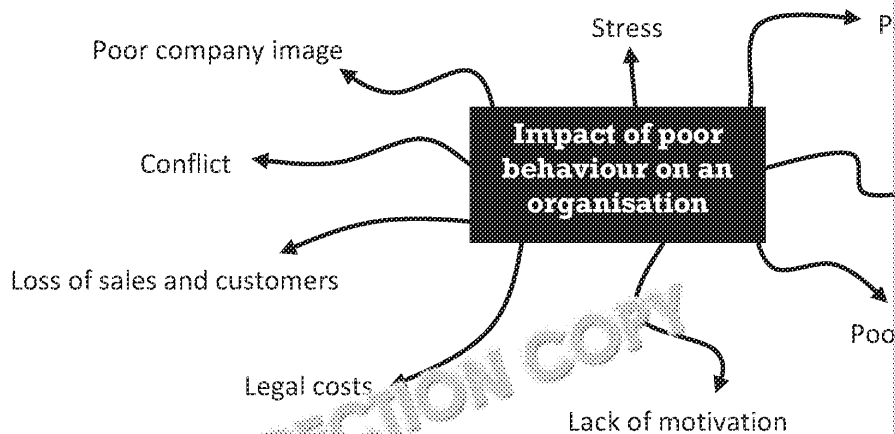of a group or team in the workplace.

The impact of not addressing poor behaviour

Poor company image

Stress

P...

Impact of poor behaviour on an organisation

Conflict

Loss of sales and customers

Legal costs

Lack of motivation

Poo...

Activity

Recognising different methods to adapt to policy expectations
Look at the different scenarios and match them with a suitable way to get the en...
policy expectations.

> A team member has started to hand in work late and is not meeting his deadlines.

> An employee is not sure about her objectives for the year.

> Colleagues, customers and managers are receiving complaints about a staff member.

> A junior employee lacks the necessary technical skills and is unable to perform a task.

> A group of sales reps are encouraged to meet their sales targets for the chance to win an award for Sales Rep of the Year.

Assessment activit...

1. Give on... as... ...ganisations have policies in place.

2. Give t... examples of the type of information that is found in an organis...
   HR policy.

3. An employee has started arriving late at work on a regular basis. Explain h...
   behaviour will impact the organisation negatively and evaluate measures ...
   management can take to try to change the behaviour of the employee.

Learning objectives checklist

☐ Importance of integrity in business
☐ Integrity in the workplace
☐ The Know Like Trust' (KLT) marketing concept
☐ Communicating to build trust
☐ Building trust and rapport with colleagues and stakeholders
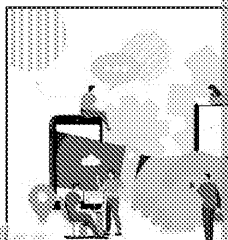
Introduction

This section focuses on the importance of integrity in an organisation's business examples of integrity in the workplace. One of the ways in which organisations b 'know/like/trust' concept. Communicating effectively is the key to successfully b colleagues and important stakeholders such as customers, shareholders and sup

Importance of integrity in business

Organisations and their members have a responsibility to act with **integrity** towards colleagues, customers and stakeholders and to uphold the organisational standards and values as set out in their mission statements, when delivering their products and services.

Showing integrity in business is important for the following reasons:

● It enables an organisation to build up long-term relationships with its customers and stakeholders based on trust and moral principles
● It leads to better quality services and products because staff are committed to offering customers value for their money
● Integrity helps to shape a more professional, accountable and dependable workforce who is committed and loyal towards each other and
● It strengthens the organisation's public relations and creates a stronger cor

Showing integrity in the workplace

Organisations and their employees can show integrity in the following ways:

● Being pro-active, dependable and willing to perform tasks outside their line of duty if needed in order to achieve the overall aim of the organisation
● Taking responsibility for mistakes made, facing the consequences and working on solutions to solve the issue
● Being committed and delivering on promises made to customers
● Building trust with subordinates and meeting the conditions set out in their employment contracts
● Being transparent and truthful in business dealings and instilling investor confidence in the organisation
● Running an **ethical** business with strong **corporate responsibility**

Integrity: Showing ethical soundness in your organisation or business.

Ethical: Upholding the values of acceptable behaviour and business dealings as statement of the organisation.

Corporate responsibility: All businesses have a responsibility to operate respons environmental level, with a strong emphasis on sustainability.

Research task

The link below is for a blog from Forbes Agency Council on 'How Can Big Brands Back Customer Trust?' Read the blog and answer the questions which follow: **zzed**

1. Do you agree that Coca-Cola needs to win back the trust of its younger con
   Give a reason for your answer.

2. How can Coca-Cola be more 'ethical' and 'transparent' according to the art

3. Can you think of any other ways in which organisations can show more integ
   their customers?

Know/like/trust relationships with stakeholders

Organisations need to consider the 'know/like/trust' concept when persuading customers to purchase their products and services and to win the confidence and trust of insiders within the business. The use of social media and networking when marketing has allowed businesses to get to know their potential customers on a more personal level, through access to their personal social activity online. Businesses are able to introduce their products to customers through the use of regular blogs and positive testimonials from existing customers online who help to encourage other customers to make use of or purchase the same products. Products are therefore 'shared' and 'liked' through approving 'links' and 'likes' which contribute to building a 'trustworthy' image of the organisation. Word-of-mouth referral is another way in which organisations can win the trust of customers and stakeholders, since satisfied customers contest to the reliability of businesses. Organisations prefer to use reliable and well-known suppliers when purchasing resources and services.

Organisations and employees can apply the know/like/trust concept in the foll

* Know:
  o Find out who the target market is and address their specific needs whe
    products and services.
* Like:
  o Connect with customers on a personal level by being authentic and sha
    the organisation and its products and services.

* Trust:
  o Create consistency and a recognisable **brand** when marketing products
    can establish a long-term connection with the organisation.
 o Maintain regular communication with customers and stakeholders.

Brand
staten
specif

Communicating to maintain trust

Communicating effectively will help an organisation maintain trust in the followi

* It informs colleagues, customers and other stakeholders about an organisat
  values, which helps stakeholders to get to know and trust the organisation.
* Open, transparent communication can help to build more authentic, honest
  and stakeholders, especially when experiences and testimonials are shared
* Clear, consistent and reliable internal communication channels can help to
  clarify blurred communication lines, which will build trust between employe
* Effective communication in the form of feedback is important to identify pro
  stakeholders, leading to early detection, rapid problem-solving and reliable
* Regular communication is a good indicator of emp... which is essential in
  relationships with colleagues, customers and ot. r stakeholders.

Building rapport w· ... eagues and stakeholders
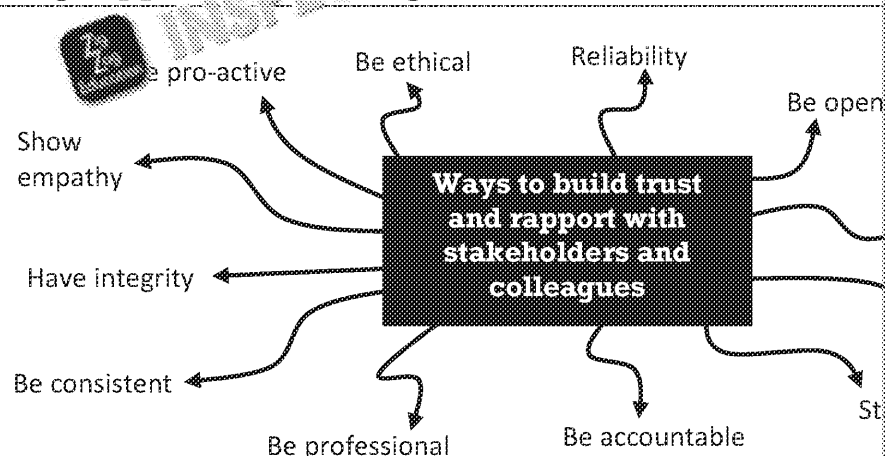
Asse... n... ctivity

1. Identi... e reason why integrity is important in business.

2. Explain why effective communication is important to maintain trust in an

3. The marketing manager of an organisation wants to introduce a marketing
   will maintain trust with customers. Evaluate the best approaches that can
   ensure that the organisation maintains trust when communicating with cu

Answers

7.1: Good communication and social communication sty[...]

Activity: Identifying examples of good communication in a range of situations

1. Credit Suisse is improving its relationship with its customers by offering a quicker re[...] communication)
2. Barclays is strengthening its corporate culture through its code of conduct. (good in[...]
3. Boots is using communication to improve its marketing as well as its relationship with[...] (good internal and external communication)
4. IBM is using its communication campaign to promote training of its staff members. [...]
5. Tesco is improving its relationship with the public (public rel[...]ons). (good external [...]

Case study: Customer relations advisor (su[...]te[...]nswer)

1. **Tone:** When dealing with custo[...] customer relations advisor should use a fr[...] feel at ease to share the[...]
   Pitch: Whe[...]cust[...] upset, they will speak at a higher pitch; the customer re[...] and sh[...] ra[...] his/her voice when speaking to the customer.
   Articula[...] he customer relations advisor should paraphrase and articulate his/h[...] that the details of the complaint are heard and understood.
   Volume: When speaking over the phone, the agent should speak at an audible volu[...] get upset when struggling to hear the response.
   Tempo: The customer relations advisor should speak calmly and slowly when explain[...]

2. **Clear:** The customer service advisor should paraphrase to ensure that the custome[...] which will leave no room for misinterpretation.
   Concise: The customer service advisor should keep responses short and specific. [...]
   Coherent: When speaking to a customer who is upset, it is easy to become frazzled [...] should remember to structure his/her responses so that the response is logical and [...]

3. The customer will become upset if the complaint is not handled properly; this will l[...] could ruin the image or reputation of the organisation in the long run. It will also es[...] organisation's time. An increase in customer dissatisfaction will lead to a loss of inc[...]

Research task: Body language

1. The person will make him/herself look smaller against the other person and will ha[...]
2. Answer is open to interpretation from the student. Student can substantiate why h[...] example, 'I agree because you will feel less confident if your posture is slouched an[...]
3. When doing an important presentation such as a sales pitch, when meeting a new [...] meeting. (Students can mention their own examples from the workplace.)
4. You can 'fake' positive, confident body language which will make you feel more con[...] confident individual.

Research task: Contracts (suggested answer)

1. **Job description:** What the job title of the employee is [...] wha[...] type of job he/she [...]
   Remuneration: What the employee will be [...]d, [...] and how often
   Benefits: Any fringe benefits such [...] medical aid or car allowance
   Duration: This is how long [...] job is expected to last and whether it is temporary, f[...]
   Conditions of empl[...]: [...]w the employee will be paid, hours of work and holi[...]

2. Notice [...] details about confidentiality, how intellectual property will be dealt[...] when le[...]he company, specific clauses concerning benefits (View website for [...]

Activity: Recognising different marketing strategies

* An insurance company has created an interactive infographic to promote its service[...]
* A famous retailer is offering discount on all its pet food for its pet-loving customers[...]
* A car manufacturer is creating a television advertisement to market its latest mode[...]
* A computer software company is offering a webinar for teachers to introduce a new[...] **and attraction marketing)**
* A clothing brand is getting rid of its winter stock and promoting discounted prices. [...]

Activity: Select the appropriate communication type depending on the situatio

Situation	Medium / communication type	
A secretary communicating a shortage in paper supply	Memo	All dep
An employee witnessing a workplace accident	Accident report	Ma
An announcement to celebrate Women's Day	Email bulletin	All
Meeting a job interview candidate	Face-to-face interview	Pot
Customer approaching receptionist	Non-verbal (smiling) Verbal (greeting)	Nev
Querying an order of stock	Email	Sup
Offering product training internationally	Webin	Inte
Steps to evacuate the building	In gr	All
Introducing new model of a product on	nteractive content	Cus
Presenting information about c any de of conduct	Employment contract	Nev

Assessment y

1. Strengthens working relationships between employees
    Helps managers to become more efficient
    Improves the quality of decision-making (Any relevant answer from 1.1)

2. A customer service agent successfully resolving a complaint from a customer where
    problem occurred and what will be done to compensate the customer.
    An organisation apologising to its customers in a press release after a faulty produc
    A business launching a successful marketing campaign which leads to an increase in
    (Any example of good communication in a business where the message is sent succ
    feedback is positive.)

3. The professionalism of the organisation will be questioned; social media users will q
    organisation and why a staff member is posting offensive content online. The image
    since customers will not want to associate with the organisation; this could mean a
    suppliers and shareholders. The incident will affect the interpersonal communicatic
    start to distrust each other's intentions online, and it could lead to further misunde
    will have to implement stricter social media policies and an online code of conduct,
    or webinars on responsible communication for social media and other online platfo
    for communication offensives should be introduced. Staff must be encouraged to s

7.2: The importance of self-management approaches

Activity: Resilience

Students can mention any innovative business ideas which showed resilience during the
retailer which started a medicine delivery service for COVID patients during lockdown, o
to turn to online platforms to continue teaching during COVID. Restaurants also had to c
takeaways.

Research task: Training events

1. Oxford Business Expo, A Beginner's Guide to Importing, Business Alliance Dinner, U
   Understanding Export and Export Documentation (Any five events can be named –
   the dates students access the website.)

2. It will allow staff members to be more effective in their job roles; for example, whe
   will also offer opportunities to individuals to network with others in the same indus
   opportunities. Junior employees may need additional experience and training befo
   confidence. It helps staff in organisations to keep up to date with the latest docum
   procedures in a specialised field.

Activity: VA

Students can complete the questionnaire on the VARK website to find out what their pre

Activity: Identifying different self-management approaches

- An employee has recently taken on a new job role when one of his colleagues left u
- A team member working on a company project struggles to meet her deadlines. (Ti
- A manager understands that an employee has not been able to meet a deadline be
  child. (Emotional intelligence)
- A group of team members are unable to continue with a project because they have
- After a car manufacturer's latest model failed due to engine flaws, it decided to lau
  market. (Resilience)

Assessment activity

1. Unconscious bias

2. The rest of the team's tasks will also be delayed and this will cause a delivery delay
   One team member not meeting a deadline may cause conflict between other team
   frustrated if not able to continue with the project. The quality of work delivered by
   will impact their relationship with management and customers. The overall produc
   suffer if other business functions are affected by the delay. (Any three relevant ans

3. If they do not report the missed deadline, or they escalate the problem too late, it w
   their client and it will have an impact on the launch of the website which will affect
   client and its customers. The organisation might lose their client and it will affect th
   which means it will lose more customers in the future. The problem of not meeting
   with the team members so that they agree on the consequences of the problem; th
   strategies to solve the problem and then escalate the problem to the marketing ma
   the desired outcome of the escalation.

7.3: The importance of organisational policies in shapin[g] to meet organisational expectations

Activity: Performance review

1. Performance reviews are often done when employees are being considered for pro[...] pressure on employees to meet the criteria.

    Employees might feel that the emphasis is on correcting wrong behaviour and focu[...] instead of focusing on positive outcomes. These performance reviews are normally [...] regularly; it becomes an event that employees dread instead of viewing it as a posit[...] and performance. (Allow students to come up with their own ideas)

2. Management can have regular feedback sessions with employees; they can focus o[...] employees for good behaviour.

Activity: Recognising different methods [...] [...] policy expectations

*   A team member has started to [...] [...] late and is not meeting his deadlines. [...]
*   An employee is not su[...] [...] objectives for the year. **(Self-reflection)**
*   Colleagu[...] st[...] [...] managers are receiving complaints about a staff membe[...]
*   A junio[...] [...]ee lacks the necessary technical skills and is unable to perform a tas[...]
*   A group [...]es reps are encouraged to meet their sales targets for the chance to v[...] Year. **(Recognition and reward)**

Assessment activity

1. To maintain and improve work quality
    To set standards for appropriate behaviour
    To adhere to legal requirements
    (Any relevant answer from 3.4)

2. Labour legislation, remuneration, disciplinary and grievance procedures
    (Any relevant answer from policy content)

3. The employee's late arrival will interrupt the activities of their department or team[...] the productivity of the organisation as a whole. The organisation will start receivin[...] start affecting sales. Other team members may experience stress due to having to f[...] this will impact their morale. The organisation will start experiencing more incident[...] needs between team members. The overall image of the organisation will be impac[...]

    The organisation could call the employee in to have a formal conversation in order to[...] employee's late arrival. If speaking to the employee does not work, the organisation c[...] assess how the employee's colleagues, customers and direct line managers view the [...]

7.4: Acting with integrity and building trust with colleag

Research task: 'How Can Big Brands Like Coca-Cola Gain Back Customer Trust?'

1. Allow students to say whether they agree or not, as long as they provide a reason f
    For example: 'Yes, I agree that Coca-Cola needs to win back the trust of its younger
    offering them a healthy beverage when one looks at the ingredients in sodas.'

2. Coca-Cola needs to include healthier ingredients in its soda if it wants to target hea
    build trust with its customers by showing corporate responsibility and making a po

3. Organisations can show integrity and trust towards their customers by offering the
    which are value for money. They should be trustworthy and transparent in their bu
    stakeholders. Their business dealings must be ethical and must reflect the values a
    and code of conduct of the business.
    A business must be corporately responsible towards the economy, the environmen
    affected by the business. (Any relevant with reference to 4.1)

Research task: 'Trust: th e that binds relationships in the New Digital'

1. Orange org works with customer and shareholder data which should

2. Orange s in using data of its stakeholders in an ethical way; the organisation
    geographical approach to protecting data. The organisation also displays corporate
    also operating a 'greener' business to try to reduce emissions from building and eq

3. Students can refer to the blog or to their own examples when giving their opinions.

Assessment activity

1. Integrity helps to build long-term relationships with stakeholders and will ensure that
    services and products because of a committed and dependable workforce with mora

2. Open, consistent communication will create more honest and authentic relationships
    more trust. It also shows empathy towards the needs of stakeholders. Effective comm
    which will lead to more rapid problem-solving and improved customer service, which
    Communication can be a reminder of what the organisation stands for and its values,

3. The marketing manager can apply the know/like/trust concept to ensure that the o
    market is and can focus on their specific needs. A personal approach to marketing v
    connects with the organisation on a personal level. With consistent and reliable bra
    with the organisation. Regular feedback on products and services can help to identi
    customer service and trust. Testimonials from regular customers can help to streng
    and services.

Glossary

Accountable	Being responsible for your own behaviour and taking ... produce as an employee.
Acoustics	Communication relying on the hearing of the receiver ... such as tone, pitch and tempo, which is also known as ...
Adaptability	Adapting to changing circumstances in your environm...
Appraisal	A procedure used to assess an employee's behaviour ... the workplace.
Attraction marketing	A marketing technique ... fr...ses on providing infor... features of a r.../se.vice without hard selling.
Barrier	An...g t...a.prevents the message from being comm... ...in.erruptions, or the emotions or thoughts of the s...
Blog	Articles written online, often in journal format with d...
Brand	A logo, slogan or mission statement that portrays a sp...
Channel of communication	The way in which the message is being communicated ... over the telephone, through an advertisement).
Code of conduct	A set of rules and guidelines which guide behaviour in...
Collective goals	Goals which are set as part of a group or team in the ...
Corporate image	The unique image a company creates through its norn... conducting business internally and externally.
Corporate responsibility	All businesses have a responsibility to operate respon... environmental level, with a strong emphasis on sustai...
Direct mail	Sending customers personalised correspondence to in... to them.
Direct marketing	A marketing approach targeting customers personally ... and services.
E-book	An electronic copy of a book that a customer can purc...
Empathy	Understanding the emotions of other individuals by p...
Encode	Using the correct language to communicate the mess...
Escalation	Consulting upper levels of management when problen... employees are not equipped to handle themselves.
Ethical	Upholding the values of accep... behaviour and bus... mission statement of t'.e c.o...sation.
External communication	When me...rs ... organisation communicate with... w... oi...arketing or research outside the organis...
Feedback	...aring of information with individuals about their pe... opportunity for customers to make suggestions about ... services and for managers to discuss the outcome of a...
Filler sounds	Sounds that fill the gap in conversations or replace pa... still listening.
Flexibility	A willingness to change when your circumstances cha...
Flexitime	When employees are allowed to choose which hours ...
Frame of reference	An individual's own experiences and background.
Hard selling	Using a selling technique that pressurises a customer ...

Inbound marketing	A marketing approach that delivers marketing conten products and services and builds brand loyalty.
Integrity	Showing ethical soundness in your organisation or bus
Interactive content	Online or digital content that engages the user to inte and videos.
Internal communication	When members of an organisation communicate with
Intervention	A process aimed at changing negative behavioural pat
Jargon	Subject-specific language used in a job or in an area o
Kinesics	The study of facial expressions, posture and gestures a
Learning style	A preferred method of learning that depends on the s well as speaking and writing.
Long-term goals	The goals of an organisation that have not been bro short-term objectives.
Market research	Finding out what the needs of a group of customers a
Market share	A percentage of the market who purchases an organis
Marketing	Organisations need to create a need for their product researching their markets and dividing the market to e focus their marketing activities on.
Marketing mix	A mixture of four elements known as the 4 Ps – produ – used when marketing products and services.
Mission statement	A statement that declares what type of business an or or aims to do and what it values or believes in.
Morale	The degree of enthusiasm an employee has for doing
Motion	A suggestion that an individual makes during a meetin
Motion graphics	Videos displaying text with audio and moving graphics
Niche group	A group with specific characteristics such as age or life with its marketing activities.
Offline marketing	Traditional forms of marketing including printed medi marketing methods.
Online marketing	Marketing done on the Internet using various forms o
Organisational hierarchy	The way in which the authority held by different job po business, ranging from employees at the bottom of the
Podcasts	Broadcasting news, interviews and current topics onli
Positive mindset	Having and maintaining positive views.
Presentation	Speaking in front of a small or large group of people t
Print advertising	The use of printed media such as newspapers, leaflets advertising products and services.
Product life cycle	The stage of growth a product is in, ranging from a ne which has been in the market for a while.
Proxemics	Communicating using space and distance.
Punctuality	Being on time, completing tasks on time and meeting
Push and pull marketing	Pull marketing usually targets existing customers to st pulling them to products and services, while push mar customers and pushing products and services to them

Quantitative and qualitative	Quantitative refers to a numerical value to specify qua... to characteristics to describe the nature of objectives a...
Rapport	A connection with your customer.
Receiver	Individual/business receiving a message.
Recruiting	The process of finding suitable employees for availabl... an organisation.
Resilience	The ability to recover after setbacks and disappointme...
Responsibility	Performing work duties that are required as part of a... within a specific time frame.
Risk management	Identifying, analysing and r... ...g to potential risk...
Self-awareness	To be aware of o... ...ings, personality, streng...
Self-development	A proc... ...ing new skills and improving yoursel...
Self-management	T... ...lls and ability to manage yourself well within th... goals for yourself, problem-solving, managing your e... responsible behaviour.
Sender	Individual/business sending a message.
Shareholders	Can be an individual or an organisation owning share...
Short-term objectives	Objectives that can be achieved in a short or medium ... SMART criteria.
Social media	Communicating using online social networking platfor... and LinkedIn.
Staff turnover	The number of people who leave a company within a ...
Suppliers	They provide products and services to organisations.
Tacesics	Communicating through touch.
Target audience	A specific group of people you are trying to reach or i...
Testimonials	Customers giving positive feedback about their experi... or product.
Trade shows	Shows or events which exhibit the products and servi... one premises.
Unconscious bias	Unfairly assessing or judging people based on your ow...
Undifferentiated marketing	When businesses promote a product to the whole ma... specific target group or customer type.
Visual semiology	Communication relying on the si... of the receiver, s... and symbols.
Webinar	An online sem... ...erent participants can atte... trainin... p... ...
Word of mouth	...ng on customers to market a product by referring...
Work eth...	Acceptable behaviour at work that is guided by value...