

COMMUNICATION SKILLS

Abilities to convey / pass/ transmit information to another person or to a group effectively and efficiently.

Communication is the process of sending, receiving, understanding and responding to information/ message received.

OR

It is the process of sending and receiving of messages where the message is understood and acted upon by the receiver

Communication involves the transfer of information or messages from the sender to the receiver.

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EFFECTIVE COMMUNICATION

Is the process of perceiving of messages by the receiver in the same way intended by the sender and received in time.

OR

It is a process of receiving of messages by the receiver at the right time in the same way the sender intends to convey it.

OR

It is the process of creating, transmitting and interpreting ideas, facts, opinions and feelings and the receiver understanding the information/ message as intended by sender by providing feedback.

THE COMMUNICATION PROCESS/ THE PROCESS OF EFFECTIVE COMMUNICATION.

It refers to the systematic steps followed to convey/ pass a message between different parties.

- **Planning the communication;** this involves the sender developing / generating what to communicate.
- **Encoding;** it involves converting/ translating the idea into message/ form that the receiver will understand.

- **Selecting the communication medium;** the stage involves choosing the means/ methods through which the message is sent/ conveyed to the receiver by speaking, writing, signaling etc.
- **Sending the message,** it involves passing the message using appropriate/ right medium to the right target group/person.
- **Receiving of message conveyed / sent;** it involves the receiver getting in contact with the message.
- **Decoding,** this step involves the receiver interpreting/ analyzing the message sent by converting it into meaningful information.
- **Providing/ giving feedback;** this step involves the receiver responding to the sender's message.

IMPORTANCE/ BENEFITS OF FEEDBACK IN COMMUNICATION

- Provides the basis of problem solving because it enables the sender to know whether the receiver has correctly understood and acted on the message.
- It creates harmony/ unity/ understanding between the sender and the receiver which eventually creates good relation.
- Indicates effective communication once the receiver acts on the message as intended.
- Facilitates/ provides democratic approach to communication by allowing a two-way communication.
- Leads to improvement in customers' satisfaction hence promoting customers' loyalty and acceptance.
- It is a tool for corrective action/ measure in business and this enables the business to maintain / retain its customers.
- Feed-back in communication helps the sender to judge/ analyse the receiver's mood/ character/ behaviour/ attitude.

ESSENTIALS/ ELEMENTS/ CHARACTERISTICS/ FEATURE/ TRAITS/ PRINCIPLES OF EFFECTIVE COMMUNICATION

- **Completeness;** the message communicated should include all the relevant facts that the receiver needs to know about the idea being communicated to him/ her.

- **Conciseness (Preciseness);** the message/ communication should be as brief as possible but contain all the information and meaning required.
- **Clarity (clearness);** the message communicated should be easy to understand and hence presented in a language that the receiver is familiar with.
- **Consideration;** the sender of the message should have the receiver in mind when sending the message hence should include positive words in the message.
- **Correctness/accuracy;** the message from the sender should be accurate i.e. should be free from errors/ false information that may annoy the receiver once discovered.
- **Concreteness;** the message communicated should be specific and to the point i.e. the message should not be vague to enable the receiver understand the intensions of the sender.
- **Courteousness/Courtesy;** the sender of the message should be polite, patient and as sincere as possible when communicating to avoid hurting the receiving party.
- **Timing;** the message should be communicated at the right time when the receiver is able to listen and to receive it.
- **Environment;** the sender should convey the message from/ within the conducive/right environment that allows the receiver to get the intended message.
- **Media;** message should be sent using an appropriate channel of communication that is usually used by the target recipient(s)

IMPORTANCE/ BENEFITS/ RELEVANCE OF (EFFECTIVE) COMMUNICATION

- **Facilitates the use of business documents;** communication helps the entrepreneur/ business to effectively use the business documents like invoices, receipts, purchase orders etc. when carrying out business transactions.

- ***Communication helps an entrepreneur to pass on relevant information all the time to various parties*** like customers, workers, government etc. about goods and services, job opportunities available, performance of the business etc.
- ***Facilitates competition;*** through communication, an entrepreneur is able to identify businesses that provide similar/ related goods and services hence able to develop appropriate competitive strategies of overcoming them.
- ***Communication enables the business to access various support services;*** e.g. banking services, transport services insurance services etc. hence facilitating business transactions.
- ***Helps to save life and property from being damaged in case of accident;*** effective communication helps to inform the relevant/ responsible organs like the police, medical personnel etc. to take the necessary action hence saving life and property from being damaged.
- ***Improves employee- employer relations;*** communication helps in building good employee-employer relations through the use of downward/ upward communication.
- ***Provides permanent records for future reference about transactions;*** written communication like use of business letters, sales/purchase contract etc. help entrepreneurs to have records about transactions that have taken place in business hence minimizing conflicts/ misunderstandings.
- ***Helps an entrepreneur to recruit and select suitable workers for the business; this is by*** publishing job advertisements and then interviewing the potential workers before selection.
- ***Communication helps in decision making in the business; this is because it*** brings together the owner (s), managers and workers for easy interactions and implementation of the business.
- ***It helps the entrepreneur in implementing the business policies;*** this is by giving clear instructions to the workers and their supervisors on the tasks they are supposed to carry out.
- ***It helps the entrepreneur with effective coordination of business operations in different departments of the business; this*** leads to better performance and avoids resource wastage.

- ***Communication facilitates marketing research in business; this is because it allows researchers to collect useful information about the customers, competitors etc. and such information is used to improve business performance;***
- ***Communication helps the government and other regulatory bodies to monitor, guide/ direct business operations; this is by issuing information through various media***
- ***It helps to stabilise prices in case of shortages; effective communication facilitates the movement of goods from areas of plenty to areas of scarcity.***

BARRIERS/ OBSTACLES/LIMITATIONS/HINDRANCES TO EFFECTIVE COMMUNICATION

- ***Language differences;*** this makes the message sent not to be understood by the receiver.
- ***Distraction from the environment;*** interference from the environment e.g. noise tends to interfere with verbal communication.
- ***Poor listening skills;*** poor listening habits tend to lead to low level of attention which makes a receiver not to get the entire message as intended by the sender.
- ***Poor network;*** unclear network tends to interfere with telephone communication which limits effective communication in business.
- ***Lack of interest in the message by the receiver;*** this leads to ineffective communication because in most cases the receiver is not concerned about such a message.

- ***Using wrong communication channels;*** it involves the use of inappropriate communication means making the message sent not to be understood by the receiver.
- ***Emotional reactions;*** emotional interferences like anger, fear, excitement etc. may make the receiver not to hear/ understand the message clearly.
- ***Poor timing of the communication / message;*** this involves sending a message at a wrong time e.g. late in the night which may make the receiver to miss the message.
- ***Inappropriate packaging of the message;*** this involves poor preparation of the message which causes communication gaps.
- ***Unpleasant appearance of the sender;*** inappropriate appearance of the sender may make the receiver of the message to take the message to be unserious which limits effective verbal communication.
- ***Information overload;*** this involves communicating too much information which eventually distracts the level of concentration of the receiver.
- ***Use of faulty communication equipment;*** use of poor communication gadgets with technical problems limit effective communication in an enterprise.
- ***Use of unfamiliar technical terms during communication;*** like use of slangs /idioms/jargons e.g. kawu meaning being broke.
- ***Wrong perception by the receiver;*** this may lead to interpretation of the message differently not as intended by the sender.
- ***Poor relationship between the sender and the receiver of the message;*** in this case, the message is taken not to be serious.
- ***Incompleteness of the message;*** this is where the message ignores/lacks the key aspects/facts needed by the receiver.
- ***Use of wrong address;*** this involves use of wrong contact when communicating implying that the message misses the target group, venue, purpose etc.

WAYS/ MEASURES OF OVERCOMING THE BARRIERS TO EFFECTIVE COMMUNICATION (HOW TO PROMOTE EFFECTIVE COMMUNICATION)

- Using clear and simple language that is well understood by the target receiver(s).
- Ensuring that the environment is free from any disturbances/ interferences before sending / receiving the communication/ message.
- Developing good listening skills by listening attentively to the message being communicated.
- Ensuring that the receiver develops a good attitude; this is by communicating interesting/appealing message hence attracting his/her interest in the message.
- Using / selecting appropriate/ right channel of communication suitable to the target receiver.
- Controlling emotions/ emotional situations like anger, fear, excitement etc. so that the message is received as intended.
- Ensuring proper timing of the communication so that the message is understood as expected by the sender.
- Planning and organizing the message in advance before communicating it to the receiver.
- Ensuring proper appearance of the sender by encouraging the sender to dress/ appear in an acceptable way to the receiver.
- Communicating a reasonable amount of information at a given time to avoid confusing the receiver.
- Using good quality communication equipment/gadgets to ensure that the message is effective to the recipient.
- Using / having good hand-writing especially for written messages to promote effective communication in an enterprise.
- Ensuring that the message is complete by including the important/ key aspects needed by the receiver.
- Ensuring / encouraging feedback i.e. allowing/ promoting two way communication.

- Repeating the message in case the receiver has not/ does not understand it clearly so that its intended purpose is achieved.
- Ensuring that the message is brief but containing all the relevant information on that the receiver should get so as to act according.
- Ensuring that the right address is used i.e. ensuring that the message is sent to the right person which helps to ensure effective communication.

FACTORS TO CONSIDER WHEN SELECTING/ CHOOSING THE CHANNEL / MEDIUM/ MEANS OF COMMUNICATION

- ***Nature/ type of the message to be communication;*** there are various types of information/ communication and all can be delivered effectively with the given means of communication e.g. e-mail for short messages.
- ***The cost of using the communication channel;*** an entrepreneur selects a channel that is affordable than using an expensive one.
- ***The distance to be covered by the message;*** an entrepreneur selects a medium that is suitable for the distance to be covered e.g. oral communication for short distances.
- ***Urgency of the message;*** an entrepreneur selects/prefers faster means of communication like using phone communication for messages that need to be sent quickly than using slower means of communication.
- ***Level of secrecy;*** an entrepreneur who needs to send confidential message uses communication means suitable for that purpose e.g. face to face talk, phone calls etc.
- ***Availability of the communication medium;*** an entrepreneur usually selects means of communication that are readily available and convenient.
- ***Impact created by the communication medium;*** an entrepreneur prefers a medium of communication that appeals to the receiver / that creates greater impact.
- ***Need for permanent record of the message;*** an entrepreneur selects a medium of communication that provides record for future reference like using business letters when conveying official information.

- ***The relationship between the sender and the receiver;*** an entrepreneur selects a channel of communication that fits the relationship he/she has with the receiver.
- ***The type/ class of the receiver in terms of social and educational status;*** an entrepreneur chooses the communication medium that fits the class of the recipient like using written messages for the educated.
- ***Personality of the receiver;*** an entrepreneur usually chooses to send the message using a means of communication that suits the character of the receiver.
- ***Suitability of the medium;*** an entrepreneur selects a medium that is reliable and suitable for conveying a given message i.e. oral communication for casual workers.

SAMPLE QUESTIONS;

1a) Explain the importance of effective communication in an enterprise. (10 mks)

OR

Of what importance is effective communication to an enterprise? (10 mks)

Use; present simple tense e.g. improves.....

- b) Explain the **need** for effective communication in an enterprise.
Approach; start the responses with “**To, in order to, so as to**”
- 2a) Explain the role/ contribution of communication to an enterprise.
 - use “ing”
 - E.g. Improving employer – employee relations.
- b) What are the barriers to effective communication in an enterprise? (10 mks)
- c) Advise an entrepreneur on **ways** of ensuring effective communication in business. (10 mks) use “ing”
- 3a) Describe the communication process. (6 mks)
 - use “ing”
 - Correct order should be followed.
- b) Discuss the features of effective communication in an enterprise (14 mks)

CLASSIFICATION OF COMMUNICATION FLOW/ DIRECTION OF FLOW OF COMMUNICATION IN THE BUSINESS

The following are the directions in which communication/information flows in and out of the business.

1. **DOWNWARD COMMUNICATION**- Is a flow of information/ messages in a business/ organization from the top management to the lower levels.

TYPES / METHODS / FORMS/ EXAMPLES/ WAYS OF DOWNWARD COMMUNICATION IN BUSINESS.

- Meetings between top management and the workers to discuss important issues.
- Conferences/ workshops/ seminars involving top management imparting skills/ knowledge to the workers through training.
- Memos from top management to lower levels of management on some specific issues / actions.
- Circulars providing written information from the top management to the workers.
- Business reports; these give the summary about the business performance over a given period of time.
- Notices and posters containing written information from the top management to the staff.
- Employee handbooks; containing specific written information like policies of the business, procedures involved the business etc.

ADVANTAGES/ IMPORTANCE/ REWARDS OF DOWNWARD COMMUNICATION

- Helps to ensure/ promote discipline in business/ enterprise.
- Promotes/ ensures efficiency in the business which minimizes resource/ time wastage.
- Encourages delegation of authority and responsibilities hence promoting continuity of the business.
- Helps in maintaining good employer-employee relations through motivation.
- It helps in effective communication of the Vision, Mission, Goals and Objectives to the workers i.e. Purpose of the business.
- It makes it easy for the managers to give orders/ directions/ instructions to the workers.
- It eliminates the chance of jumping hierarchy.

DISADVANTAGES OF DOWNWARD COMMUNICATION

- It leads to distortion of information/ messages as they flow downwards.
- It is time consuming especially when there are many levels involved.
- There is a possibility of getting no feedback which limits progress in the business.
- It creates frustration in workers especially when it is directive in nature.
- It tends to lower employee morale which limits productivity in an enterprise.

2. **UPWARD COMMUNICATION:** - Is the flow of communication / information/ messages from the lower levels in a business to the top levels.

TYPES /METHODS/ EXAMPLES/ FORMS/ WAYS OF UPWARD COMMUNICATION IN BUSINESS

- ***Suggestion boxes;*** these can be placed at the strategic places in which workers drop in their written opinions/ views to the top managers.
- ***Complaint box system;*** this is placed at specific places in the business in which workers drop their written complaints for the top management to address.
- ***Direct letters;*** by workers to the top managers.

- **Performance reports;** written by workers/ sub-ordinates periodically on various aspects.
- **Questionnaires;** these are filled in by the workers for use by the top management on the specific issues.
- **Open door policy;** this is where workers are allowed to walk into top managers' offices and discuss issues of concern without fear.
- **Counseling;** this is where the lower level workers are encouraged to seek for advice from their superiors.
- **Social gatherings;** these are organized by the business to encourage informal communication e.g. staff get together party.

ADVANTAGES/ IMPORTANCE OF UPWARD COMMUNICATION

- Promotes good employee-employer relations which creates a favourable working environment.
- Provides useful/ reliable feedbacks.
- Motivates workers i.e.it improves workers morale which increases productivity.
- Facilitates decision making which enables the business to carry out its activities as planned.
- Helps in developing of appropriate plans for a business.

DEMERITS/ DISADVANTAGES OF UPWARD COMMUNICATION

- Encourages indiscipline among the workers because they feel that they are empowered.
- Leads to delays in the flow of information especially when there are many channels/ levels involved.
- There are high chances of distortion of information which limits effective decision making.
- Superiors sometimes neglect good ideas from the workers which discourages either creativity/ innovations among the workers.
- Sometimes workers' information/ views don't reach top management which leads to delays in plan implementation/ decision making.

3. HORIZONTAL COMMUNICATION/ LATERAL

COMMUNICATION: - It involves the flow of information /messages between people/ units/ departments within the same level in the organizational structure in a business.

TYPES /METHODS/ EXAMPLES/ WAYS OF HORIZONTAL COMMUNICATION.

- *Discussions/face to face interactions* between workers at the same level.
- *Telephone conversations* between workers at the same level in the business.
- *Periodical meetings* among peer workers.
- *Memos (memorandum)* from one manager to another at the same level.

ADVANTAGES/ MERITS OF HORIZONTAL COMMUNICATION

- Promotes better coordination in the business which leads to high efficiency among the workers.
- Promotes better relations among the workers which eventually leads to high productivity.
- Promotes team work in a business which leads to high levels of efficiency and productivity in the business.
- Facilitates better implementation of decisions which minimizes delays in production.
- Reduces the chances of distortion of information.
- Encourages sharing of information at the work place.
- Helps in solving conflicts in a business hence creating a favourable working environment.
- It is time saving due to direct exchange of information.

DISADVANTAGES OF HORIZONTAL COMMUNICATION

- Results in lack of control of the workers by the managers.
- Tends to create threats to the top management.
- Provides a channel for gossiping in the business which leads to low productivity.

- Promote indiscipline among the workers due to exclusion of the top management.

4. **EXTERNAL COMMUNICATION:** - Is the transmission of information / messages between a business and other person / parties outside the business.

Forms of external communication include;

- Business letters.
- Business manuals and journals.
- Reports.
- E-mails.
- Posters.
- Tradeshows and exhibitions.
- Telephone communication.
- Posters.
- Circulars.
- Notice.
- Graphs.
- Photographs.
- Films /Documentaries.

5 **INTERNAL COMMUNICATION;** is the transmission of information/ messages within the enterprise/an organisation.

Internal communication media /methods used by businesses;

- Oral communication/Telephone communication.
- Memo.
- Action slips.
- Notice.
- Minutes.
- Reports.
- Charts.
- Graphs.
- Gestures/Body language.

- Business bulletins/manuals/journals.
- Photographs.
- Business letters.
- Films/Documentaries.
- Alarms/Bells.
- Posters.
- Circulars.

TYPES/ FORMS/ METHODS OF (EFFECTIVE) COMMUNICATION IN BUSINESS

1. ORAL/ VERBAL COMMUNICATION. Is a form of communication which involves conveying messages/ information between the sender and receiver by word of mouth i.e. it involves direct communication by word of mouth, either face to face or by telephone.

2. VISUAL COMMUNICATION; is a form of communication which involves transmission of messages through the use of visual-aid/ through something that can be seen / viewed.

It involves presenting information using diagrams and pictures without necessarily using words.

Examples of visual communication: -

- Organizational charts.
- Posters.
- Photographs.
- Charts e.g. pie-charts.
- Films.
- Graphs.
- Documentaries.
- Maps etc.

3. NON-VERBAL/ BODY-LANGUAGE / GESTURES COMMUNICATION:

- It is a form of communication that involves conveying of information using signs without any spoken/written words e.g. clapping, nodding the head etc.

It is commonly used by people without a common language.

4. AUDIO COMMUNICATION; It is a form of communication which involves transmission of information using the oral sound to be heard by the receiver e.g. radio communication.

It involves receiving of information using the ear.

5. AUDIO-VISUAL COMMUNICATION; It is a form of communication which involves transmission of messages/ information to the receiver(s) using sound and visual aids.

It involves receiving of information using both the eye and ear.

Examples of Audio-Visual Communication;

- Television programmes.
- Films.
- Video shows/ presentation.
- Computer power point presentation etc.

6. WRITTEN COMMUNICATION; is a form of communication that involves conveying / exchange of messages by means of written words/ symbols.

It involves the use of text messages that can be read and understood by the recipient.

Examples of written communication in a business include;

- Bulletins, manuals and journals.
- Business letters.
- Memos
- Circulars.
- Notices.
- Business reports.
- Minutes.
- Agenda.
- Circulation / action / distribution slips.

QUESTION;

1. Describe the various forms of communication used by entrepreneurs in Uganda (8 marks). Give the types of communication and define each of them.
2. Describe the factors considered by entrepreneurs when choosing the means of communication in an enterprise.

Approach; identify the factor and explain

DESCRIPTION OF THE FORMS OF WRITTEN COMMUNICATION

1. BUSINESS LETTERS.

A business letter is a written correspondence conveying specific information from one business/person to another.

COMPONENTS/ ELEMENTS/ CONTENTS/ STRUCTURE/ PARTS OF A BUSINESS LETTER

- **The letter head.** This part of a business letter shows the business name, address, contacts and other details.
- **Date of writing the letter.** This shows the actual period / date on which the letter was written e.g. 4/3/2019. (for paper II use the date of the examination /current date)
- **Reference number.** Is part of the business letter that is used to identify / show the subject content and the receiver of the letter
 - Each business enterprise has its own way of presenting the reference number e.g. BB/TL/4/2019
- **Inside Address.** This shows the name / title and address of the person to whom the letter is addressed to.
- **Salutation.** This part shows / gives the formal / general greeting to the receiver of the letter e.g. dear madam, dear sir, dear sir/madam, dear John.
- **Subject line.** This part gives a short / brief idea of the main content of the letter using capital letters e.g. RE/SUBJECT: TERMINATION OF YOUR SERVICES.

- **Body of letter.** This part of the business letter gives / contains the actual message / information intended to be communicated to the receiver of the letter and is important always to present it in paragraphs.
- **Complementary close.** This component gives the general closing to the letter. It is common to end the letter as yours faithfully/ yours sincerely.
- **Details of the writer i.e. signature, name and title.**
- **C.C. (Carbon copy/carbon line);** this part of the letter is used/included to make the receiver know that other copies of the same letter have been produced and filled/sent to other people.
- **Attachment/attached /enclosure/Enc.** This part shows that some document(s) has/have been sealed together with the letter e.g. Enc.inspection note.

FORMATS/STYLES OF WRITING A BUSINESS LETTER

There are two formats/styles of writing business letters i.e.

1. *Semi-blocked style/ indented style*
2. *Blocked format/style.* Is one where all parts of the business letter begin from the left margin. This is the common style used by modern business organizations.

EXAMPLES OF BUSINESS LETTERS

- (i) **TERMINATION/DISMISSAL LETTER:** - Is an official letter written by the business / organization/employer to the employee /worker indicating / showing the end of service(s) rendered by the worker

COMPONENTS/ ELEMENTS OF A TERMINATION LETTER

- Business Name and Address/ Return Address.
- Date of writing the letter.
- Reference number
- Inside Address
- Salutation

- Subject line.
- Body of the letter. (Appreciation for the good services rendered, reason for the termination of the service, benefits to be given to the employee, good wishes).
- Complementary close.
- Details of the writer.
- C.C.

QUESTION; PAPER 2

You are operating a restaurant in an urban Centre, where the demand for local food is high. Through the internal control unit, you have discovered that the marketing manager has become inefficient. Write a **termination letter** to the marketing manager.

BLESSED RESTAURANT

P.O. BOX 739

MUKONO

0772739739

4TH MARCH 2019

REFERENCE NO: BR/TL/4/3/2019

TO: MARKETING MANAGER

BLESSED RESTAURANT

P.O. BOX 739 MUKONO

DEAR SIR,

RE: TERMINATION LETTER/TERMINATION OF YOUR SERVICE

I would like to commend the good services you have rendered to Blessed Restaurant since the year 2010. However, due to inefficiency you have shown in relation to your duties especially absconding from duty without permission from the top management, your services with us are no longer required/needed effective 1st April 2019.

The termination package of Shs. 2.000.000/= (two million only) has been arranged and a cheque to be collected from the cash office.

I once again thank you for the sacrifice you made to ensure success of Blessed Restaurant and hope to engage you again when need arises. God bless you and the work of your hands.

Yours Faithfully,

opio peter

OPIO PETER

GENERAL MANAGER

CC – Chief accountant.

CC – Chief security

CC – Board of directors

- (ii) **APPOINTMENT LETTER.** Is a letter issued by the organization / employer to the employee showing / indicating that an employment opportunity has been offered to him/ her.

An appointment letter may have the following components;

- Business name and address.
- Date of writing the letter.
- Reference number.
- Inside address.
- Salutation.
- Subject line.
- Body of the letter i.e.;
 - Post/ Job title
 - Date of appointment.
 - Minute number.
 - Appointment Authority.
 - Date of assumption of duty.
 - Terms of employment.
 - Salary and other benefits.
- -Details of the writer.
- -C.C
- -Enclosure (Enc.)

Question

You are the general manager of a carpentry workshop that offer credit facilities as a promotional strategy. Write **an appointment letter** to the newly recruited accounts assistant.

UNIQUE CARPENTRY WORKSHOP

P.O BOX 100

MUKONO

0702100100

11TH MARCH 2019

REFERENCE NUMBER: UCW/ AP/11/3/2019

TO: MUKISA PHILIP

P.O BOX 56

MUKONO

Dear sir,

RE: APPOINTMENT LETTER/ APPOINTMENT AS ACCOUNTS ASSISTANT.

Following the interview you had with us on 1st March, 2019, I am pleased to tell you that you were successful, and I hereby appoint you on behalf of Unique Carpentry Workshop appointment committee as an accounts assistant under the minute number MIN 20 (2019). You are required to assume duty on 1st April 2019. The details of the job description are here with attached and you are supposed to report to the General Manager.

The employment is on the permanent basis and your net pay per month shall be Shs. 2.000.000 (two million only) after all deductions. Other benefits include; free accommodation, transport allowance, medical and food allowance.

Please, if you are satisfied with terms and conditions of this job offer and willing to start work, sign the attached copy of the appointment letter and return to the Human Resource Manager before 25th March 2019. Waiting for your unreserved services.

Yours Faithfully,

opio james

OPIO JAMES

GENERAL MANAGER

CC. HUMAN RESOURCE MANAGER

Enc. Terms and Conditions of Service.

QUESTIONS FOR PAPER 2

i) You are operating a stationery shop that also offers a variety of secretarial services. Write the letter **inviting the technician to service the office machines**. Body should have – Reasons for writing the letter i.e. to come and service the office machines.

- Specification of the office machines to be serviced.
- Nature of the service.
- Date, day and time.

ii) You plan to start money lending project in your home area, Write a letter to the district trading licensing authority for permission to register your business.

2. MEMORANDUM (MEMO)

A memo is a short/brief written communication from one office/ business official to another or to workers within the same business to convey specific message of interest.

COMPONENTS/ELEMENTS OF A MEMO

- Business Name and Address.
- Document name i.e. Memo
- Business Logo
- From; this shows the person from where the memo is coming e.g. managing director, general manager.
- To: This part shows the receivers name/title.
- Date of writing the memo.
- Reference number.
- Subject line/heading /subject of reference.

- The body of the memo.
- Signature and name of the writer.
- Carbon copy (C.C)
- Enclosure.
- Frame

QUESTION FOR PAPER TWO;

- i) You are operating a large supermarket in your home area. Write **a memo** inviting the marketing manager for an urgent meeting to develop appropriate marketing strategies.

ACHIEVERS' SUPERMARKET
P.O. BOX 360,
MUKONO

MEMO

FROM: GENERAL MANAGER
TO: MARKETING MANAGER
DATE: 11TH MARCH 2019
REFERENCE NUMBER: ASH/MM/11/3/2019
RE: URGENT MEETING

I hereby invite you for an urgent meeting to develop appropriate marketing strategies in order to improve the performance of the business. The meeting is to take place today, 11th/march/2019 at 2:00 pm in the board room.

Please attend in person and keep time.

ajamba Jenkins

AJAMBA JENKINS

CC. Sales Manager.

3. CIRCULAR(S)

It refers to the printed communication in form of letters/advertisements that are sent/ distributed to a large number of people within/outside a business.

COMPONENTS/ELEMENTS OF A CIRCULAR

- Name and address of the business.
- Business Logo
- Name of the document
- Date of writing the circular.
- Reference number.
- To: This shows the name/ title / people to whom the circular is addressed.
- Subject heading /line.
- The body.
- The details of the writer i.e. signature, name and title.
- Carbon copy.
- Frame.

QUESTION FOR PAPER TWO;

1. You are operating a bakery project in your home areas. Write a **circular** inviting all the heads of department for a meeting.

ACHIEVERS' BAKERY P.O. BOX 360, MUKONO 11TH/MARCH/2019
<u>CIRCULAR</u>
TO: HEADS OF DEPARTMENT ACHIEVERS' BAKERY
REFERENCE NUMBER: AB/H.O.D/13/3/2019
RE: <u>MEETING</u>
<p>All heads of department are invited to attend a meeting to discuss appropriate strategies that will enable Achievers' bakery limited to be the leading bakery</p>

in producing high quality bakery products in East Africa. The meeting will take place on 15th March/2019 at 4:00 pm in the conference hall.

Please endeavor to attend in person and keep time to enable effective discussion.

Also come with a departmental report for the month of February 2019.

Yours faithfully,

ariho alex

ARIHO ALEX

GENERAL MANAGER

CC. Board of Directors.

4. NOTICE

It refers to a written information/ message by the business to convey short messages to specified person/business/other partners, within/outside the business.

COMPONENTS/ELEMENTS/ STRUCTURE OF A NOTICE

- Business Name and Address.
- Business Logo.
- Date of writing the notice.
- Name of the document i.e. notice.
- To: This shows the specific people / person to whom the notice is addressed.
- Subject heading/ line.
- Body.
- Details of the writer/ author.
- Carbon copy/ line.
- Frame.

QUESTION FOR PAPER 2;

You have been operating a maize milling plant in a congested and dirty place in your home area. You have decided to shift to a new location. Write a **notice** informing your customers about the new location.

SEROX MAIZE MILLERS LTD

P.O. BOX, 60

MUKONO

0700606000

11TH/MARCH/2019

NOTICE

TO: ESTEEMED CUSTOMERS

RE: CHANGE OF BUSINESS LOCATION

I wish to inform all our esteemed customers that we have decided to re-locate to a more comfortable and convenient venue where we intend to do the best delivery of our services to you. The current location is congested and dirty hence making the customers uncomfortable.

We expect to shift to the new location on 1st/April/2019 and it will be in Jinja town, market street on plot 4B adjacent to Stanbic Bank.

We apologize for any inconveniences caused. For further inquiries, contact Customer Care Desk on 0705665780

MANAGEMENT

Trial Question

1. You have secured a loan of Shs. 100.000.000 to establish a partnership business involved in rice processing, write a **notice** inviting prospective partners for a meeting.

5. MINUTES

Minutes refers to official written well-organized records of the proceedings/resolutions of the meeting held and decisions reached at by the participants in the business.

6. AGENDA

Is a list of items/issues of a business to be discussed at a planned meeting.

Question for paper two;

You are operating a large bookshop in your hometown. You have discovered that some employees are not committed to their duties. You are planning to convene a meeting to handle such issues. Write **an agenda** for the meeting.

SEROX BOOKSHOP
P.O. BOX 60
MUKONO
0700606006

AGENDA FOR THE MEETING TO TAKE PLACE ON 20TH/MARCH 2019

- Opening prayer.
- Registration of recording apologies of the absent.
- Communication from the chairperson.
- Reactions to the communications from the chairperson.
- Reading and confirmation of the minutes of the previous meeting.
- A.O.B. (Any Other Business).
- Closing remarks and closing prayer.

apio john

APIO JOHN

SECRETARY

7. **ACTION/CIRCULATION SLIPS**

Is a document /form /paper attached to a message requires to be read and acted upon by the business officials listed in it and passed on to another.

8. **BULLETINS, HOUSE JOURNALS AND BUSINESS MANUALS**

They give information about business operations and business products/results of its operations to internal or external customers over time.

9. **REPORTS**

These are well-written documents containing summaries of well researched information/ facts relating to specific issues of interest to a business presented to business officials. They are used to conclusions and recommendations based on investigated facts and situations.

Qualities of a good report.

- It should be accurate and up to date.
- It should be clear i.e. it should be presented in a single language so that it is easy to understand.
- It should be complete i.e. it should include all the aspects the reader needs to know about the subject.
- It should be concise i.e. it should be brief.
- It should be logically arranged i.e. it should have an orderly presentation of ideas.
- It should have a clearly defined purpose.

COMPONENTS/ ELEMENTS OF A BUSINESS REPORT

- Name and Address of the business.
- Date of writing the report.
- TO:
- FROM
- Subject Heading/ Line i.e. RE:

- Introduction/ Background.
- Procedure.
- Findings.
- Conclusions.
- Recommendations/ Action steps/ way forward.
- Business projected Cost/ Budget.
- Purpose of the business e.g. Mission statement.
- Details of the writer i.e. Signature, Name and Title.

Question; Paper 2

You are operating a bakery project in an urban center, which is experiencing a decline in sales. You have asked the sales manager to carryout market research in relation to the declining sales. Prepare **a report** for the managing director about the declining sales.

UNIQUE BAKERY LTD
P.O. BOX 100
MUKONO
0702607080
11TH/MARCH/2019

REPORT

FROM: SALES MANAGER
TO: MANAGING DIRECTOR
RE: DECLINING SALES

INTRODUCTION: On 1st/march/2019, The managing director unique bakery ltd instructed the sales manager to carryout market survey/research to find out the causes of declining sales of the business products. With a view of giving conclusions/ recommendations based on the investigated fact(s).

PROCEDURE: The sales manager distributed questionnaires to the customers to obtain their responses/opinions.

FINDINGS: The sales manager discovered that the sales agents concentrated only in urban areas, they had skin rashes making them unattractive to look at

by the customers, products were highly priced and the sales agents were not friendly to the customers.

CONCLUSION: The causes of the declining sales in the business included;

- Inadequate / poor production distribution.
- Unattractive sales agents.
- High prices for the bakery products.
- Poor relationship between the sales agents and the customers.

RECOMMENDATIONS/ACTION STEPS: There is need to distribute the products in all areas including the rural areas, recruit attractive sales agents, charging appropriate/friendly prices and ensuring/ promoting good customer care.

PURPOSE OF THE BUSINESS: The vision of the business, “To become the leading producer of high quality bakery products in Uganda in 2020”

Prepared by: guma fred
GUMA FRED
GENERAL MANAGER.

TECHNIQUES OF COMMUNICATING WITH CUSTOMERS

A business/entrepreneur needs to observe /consider the following aspects when communicating with customers; -

(A) How to present the product to customers;

The following are the techniques/strategies /ways on how to present a product to the customers; -

- Considering the customers' privacy, convenience, ability to use the product, etc. so as to attract the attention of the customers.
- Keeping a professional appearance especially by the sales agents by dressing smartly and decently during the face to face presentation of the product in order to attract the potential customers.
- Identifying and analyzing the needs of the target customers like estimating their ages, income levels etc. in order to select the most appropriate ways of presenting the product(s).
- Starting the presentation of the product(s) by first giving the outstanding features of the product, benefits/advantages of the product etc. to the customers.
- Giving samples of the product where possible to the customers to test and also offering guarantees to back up the product presentation.
- Using relevant visual/presentation aid like photographs, charts, etc. to attract the customers to buy the product.
- Showing adequate/excellent knowledge about the product being presented to the customers e.g. how to use the product, how to handle the product.
- Providing correct/right information about the product being presented to the potential customers.
- Communicating to the customer(s) with confidence during the product presentation.
- Controlling one's emotions like anger, excitement etc. during the presentation of the product to a potential customer.
- Being clear and using simple and easy language understood by the customer during the product presentation.
- Giving chance to the potential customers to give his/her opinion/decision regarding the product being presented.
- Closing the product presentation by appreciating the customer who has bought the product/ ending the product presentation in a good way.
- Handling any customers' complaints/objections carefully/ tactfully without a bitter argument with the customer.

WAYS OF HANDLING CUSTOMERS' COMPLAINTS IN THE BUSINESS.

- Apologizing to the customers either orally/in writing for the inconveniences caused.
- Providing appropriate after-sales services to the customers e.g. transporting /delivering the product(s) to the customer's premises.
- Replacing the product with a better one/improving the quality of the product.
- Refunding the money paid for the product in case of cash sales.
- Reducing on the price charged on the product.
- Ensuring product diversification i.e. providing a variety of products to the customers.
- Persuading/convincing the customer about the goodness of the product(s).
- Increasing/improving the quantity of the product offered to the customer.

(B) How to bargain with customers;

The following are the common strategies / methods/ ways of bargaining with customers; -

- Communicating tactfully in order to convince the customer why the product is being sold at a price on offer.
- Giving counter offers to the customer e.g. reducing the price of the product to allow the customer to make a purchase decision.
- Having confidence during the process of negotiation.
- Controlling one's emotions when bargaining with customers even if the customer loses temper by being composed.
- Being focused during the process of negotiation with the customers by being specific.
- Using appropriate body movements/posture to communicate to the customer during the bargaining process.
- Being a good communicator e.g. talking clearly to the customer during the process of bargaining with him/ her
- Avoiding dominating the bargaining process. This by allowing the customer to give also personal views or opinions during bargaining process.

(C) How to handle difficult / complicated customers;

The following are common strategies /methods on how to handle/manage difficult customers in the business.

- Receiving and immediately evaluating the objections/complaints raised by the difficult customer to determine whether they are genuine /not for proper action to be taken to handle them.
- Listening carefully to the words being used and the feelings expressed by the difficult customer to make him/her know that you are interested in the issue.
- Apologizing to the difficult customer either orally /in writing for the inconvenience caused/incase something went wrong.
- Motivating the customer to open up by giving him/her enough time so as to reduce tension/anger hence able to establish why he/she is difficult.
- Referring difficult customer(s) to the customer care desk for better handling of their problem(s) /complaints.
- Inviting security guards/ personnel to help in handling a difficult customer who becomes violent at the business premises.
- Refunding the money to a difficult customer who rejects a replacement of a product/who demands a cash refund.
- Avoiding arguing with the difficult customers who are angry, displeased or complaining etc.
- Restricting difficult customers from accessing/entering to the business premises.
- Offering discounts to difficult customers in case the previous purchases made had a problem to calm them down.
- Talking to the difficult customers and eventually convincing them that the problem experienced would not occur again, in case of minor problems.
- Making follow-ups to find out whether difficult customers are satisfied.
- Buying time for problems/complaints that cannot be immediately solved by asking the difficult customers to come back later.
- Attending to difficult customers and their complaints/problems solved as fast as possible.

(D) How to give personal attention to the customer;

The following are the communication techniques /strategies of giving personal attention to the customers; -

- Keeping the promises made with each customer.
- Being simple and friendly when communicating with each customer.
- Avoiding making customers to wait for long before attending to them.
- Being physically available to serve the customers.
- Calling each customer by name/title and speaking to them with a smile during face to face interaction.
- Appreciating customers like thanking them for coming and buying the product.
- Communicating with each customer using an appropriate medium.
- Providing appropriate advice to each customer in relation to the product(s).
- Providing the right promotion to the customers at the right time and place.
- Obtaining regular customer feedbacks and taking appropriate action to address them.
- Understanding the needs of the customers in order to provide the right product(s).
- Making each customer feel special by serving him/her well/by giving him/her full attention.

(E) How to collect overdue debts (how to recover money from the debtors)

The following steps are followed when collecting overdue payments/debts/ accounts from customers: -

- Identifying all the debtors for a given period from the books of accounts of the business.
- Arranging/grouping the debtors according to their credit periods.
- Sending of the polite debt reminders to all the debtors.
- Receiving/collecting money from the different debtors who comply and updating their accounts.

- Sending warning letters to the debt defaulters/sending strongly worded last debt reminders to the debt defaulters.
- Taking legal action against debt defaulters e.g. auctioning of collateral security.

Question; paper two

1a) You are operating a bakery project in an urban center that offers credit facilities as a way of promoting business sales. **Design a programme for recovering money from the debtors/ (Debt collection programme/Debt recovery programme)**

UNIQUE BAKERY LTD P.O. BOX 739 MUKONO 0772739739 <u>PROGRAMME FOR RECOVERING MONEY FROM DEBTORS</u>			
Date	Activity	Person in-charge	Remarks
	Identifying all the debtors for a given period from books of accounts of the business.	Give the title/names	
current/future date(s)	Arranging all the debtors according to their credit period.		
	Sending polite debt reminders to all the debtors.		
	Receiving money from different debtors who comply and updating their accounts.		
	Sending warning letters to debt defaulters.		
	Taking legal action against the debt defaulters.		

Designed by: mukisa peter	Approved by: Signature _____
MUKISA PETER	Name: _____
GENERAL MANAGER.	Title: _____

QUESTIONS;

You are operating a restaurant in your home area.

- 2a) Generate guidelines to be followed by the sales workers when handling difficult customers.
- b) Develop the policy guidelines for presenting business products to the customers.
 - Title - Name and Address of the business.
 - Statement I.e. Guidelines followed by sales workers when handling difficult customers.
 - (Use **shall** e.g. the entrepreneurs shall receive and immediately evaluate the objections raised by the difficult customers to establish whether they are genuine or not)
- 3a) Describe the forms of written communication in the business (10 mks)

Letters	}	Define
Memos		
- b) Explain the factors that influence the choice of communication medium in an enterprise (10 mks).