

A SITUATIONAL ANALYSIS METHOD TO IMPROVE BUSINESS COMMUNICATION FOR MODERN CORPORATE MANAGEMENT SYSTEMS

S. Nawin and R. Mohanraj

Department of Master of Business Administration, Dr. N.G.P Institute of Technology, India

Abstract

A significant part of business meetings is held in the office of the head of the organization. Currently, companies have specially equipped rooms for meetings. There are certain requirements for equipping such premises. For example, it should have good sound insulation, normal temperature and humidity, ventilation, comfortable furniture and office equipment. The optimal number of participants in the meeting is considered to be equal to the number of employees who actively participate in the discussion of the issue. In this paper, a situational analysis method to improve business communication was proposed for modern corporate management systems. At the same time, the main criterion is competence in the issues of the agenda. A common mistake is to invite more participants than can fit in the meeting room. The manager should carefully approach the creation of the list of participants, thinking about the quantitative and qualitative composition. The basis of communication is the moral and psychological ethics of communication. Such communication may be between managers, between subordinates (work colleagues), between managers and subordinates.

Keywords:

Significant, Business, Companies, Meetings, Temperature, Humidity

1. INTRODUCTION

A branch of psychology studies the patterns of expression and formation of various psychological mechanisms in labor [1]. The following main areas of research are distinguished: the rationalization of work and leisure time, the dynamics of work ability, the formation of professional motivation and professional fit, and the development of relationships in labor groups. It is regulated by social norms, rules and conventions. In labor, tools of cultural and historical origin are used [2].

In labor, people enter into personal relations of production. It means that you are working with the other party, but at the same time you are not trying to protect your own interests to soften the atmosphere and restore normalcy [3]. In this case, you sacrifice your own interests in favor of the other side.

But that doesn't mean you have to give up your interests. It must put them off for a little while, and then, under more favorable circumstances, return to their satisfaction, either by concessions from your enemy or otherwise [4]. The most difficult of all styles, but at the same time the most effective in resolving conflict situations, is the joint development of a solution that satisfies the interests of both parties [5].

In the process, joint experience and detailed information are obtained for subsequent integration, and an atmosphere of cooperation is created [6]. Parties recognize differences and are willing to explore other perspectives to understand the causes of conflict and find a course of action acceptable to all. A person using this style does not try to achieve his goal at the expense of others, but rather seeks a better solution [7].

Scientists have found that the optimal duration of collective mental activity of a large number of people is only 40-45 minutes. After 50 minutes, meeting participants lose their focus: noise, unnecessary movements, and abstract conversations. If you continue the meeting without a break, most people will get bored [8]. After a break of 30-40 minutes, the participants feel better, their normal state is restored, and the discussion of the problems can be continued. After 90 minutes of work, attention and interest in the discussed issues decrease [9]. If the meeting lasts 2 hours without a break, and the meeting ends quickly, more than 90% of its participants agree on any outcome. The optimal duration of the meeting should not exceed 1 hour, if the circumstances of the case require longer work, it is necessary to announce a break of 10-15 minutes after 40 minutes of the meeting [10]. It is a primary, official document drawn up in a specific format and contains a record of a meeting, a meeting, the speeches of the participants in the session and the decisions taken by them. Based on this document, the management has the right to ask the employees to perform the tasks assigned to them [11].

A form of knowing another person based on the expression of positive feelings for him: from sympathy to love [12]. The reason for the emergence of a positive emotional attitude of communication partners is often their internal and external unity is not a rational understanding of another person's problems, but an emotional response, empathy. Empathy is based on the ability to correctly imagine what is happening inside a person, what he is experiencing, how he evaluates events [13]. The highest form of expression of empathy is a useful one that characterizes the moral essence of a person. To understand a communication partner, you need to put yourself in their place, because you cannot truly understand a person until you are in their place. This mechanism helps to understand another person's values, habits, behavior and norms [14].

2. RELATED WORKS

Determine the purpose of the telephone conversation. Unnecessary chatter disrupts the working rhythm and interferes with the work of those nearby. If you have determined the purpose and tactics of conducting a telephone conversation, draw up a conversation plan and list the problems you want to solve [1]. This will allow you not to lose sight of the main thing and make the conversation logical and concise. Try to interest the interlocutor with the first sentence. As per telephone etiquette, it is good practice to identify you and say hello [2]. If the subscriber doesn't answer your call, remember that they hang up after the fifth signal, and the call repeats later. Failure to fulfill a promise to call back is considered a breach of etiquette. Statistics say that 70% of all cases in conflict are the desire for one-sided victory, first of all, the satisfaction of one's own interests. These results in a desire to put pressure on a partner, impose one's interests, and exercise power through pressure [3].

This style is effective if the leader has a lot of authority over subordinates, has to make an unpopular decision and has enough authority to choose that hierarchy; Communicating with subordinates who prefer an authoritarian style. However, this style can cause resentment among educated employees [5]. This strategy rarely produces long-term results, as the losing side will not resist a decision taken against its will, or may try to sabotage it. Parties attempt to resolve differences through mutual concessions [8]. In this regard, it is somewhat similar to the style of cooperation, however, it is carried out at a more superficial level, since the parties are somewhat inferior to each other. This style is most effective when both parties want the same thing, but know that simultaneous desires, such as striving for the same position or hanging on to the same job, are not possible [10]. Competence is highly valued in managerial situations because it reduces ill will, often making it possible to resolve conflict quickly, leading to the satisfaction of both parties. The disadvantage of this style is that one party may exaggerate their demands and then appear generous or give in before the other [12].

3. PROPOSED MODEL

Exposure to phone beeps adversely affects the nervous system. Do not pick up the phone without lifting it. If you are doing urgent work, you can put the phone on the phone or pick it up immediately after the call and politely ask to call back at a certain time. The interlocutor does not see it, but feels it. Voice, pitch, volume and tone can say a lot about you. It is recommended to speak evenly, control emotions and not interrupt the interlocutor's speech. If your interlocutor speaks in a harsh manner, prone to controversy, then be patient, do not respond to him in the same way, do not directly and openly oppose. Any business personal conversation has three stages as shown:

- Stage 1 – Preparation: These include defining the objectives of the dialogue and drawing up its plan; Setting a time and choosing a place for the conversation. Drawing up a dialogue plan based on its tasks is an important part of this phase.
- Stage 2 – Introduction: At this stage, psychological barriers are overcome and an atmosphere of trust is established.
- Stage 3 - the tone of conversation with a stranger should be friendly and businesslike. This tone quickly creates an atmosphere of mutual trust.

3.1 BUSINESS LETTERS

It is impossible to imagine the activity of a business person without working with documents. Official correspondence is an important part of business etiquette. Business letters help to establish strong relationships with a partner and improve the relationship between various services. The letter should be simple, logical, specific and unambiguous. Laconic writing in monosyllables characterizes writers as good interlocutors who know the art of communication.

- The letter should be drawn only on one problem, while its text should be divided into paragraphs, each of which addresses only one aspect of this problem;
- The letter must be persuasive and sufficiently justified;

- The letter should be written in a neutral tone, the use of metaphors and emotionally expressive phrases is undesirable;
- The length of a business letter should not exceed two pages of typed text;
- From the point of view of grammar, a business letter must be flawless, as spelling, syntactic and stylistic errors can create a false impression and annoy the addressee;
- A business letter should be written in a polite tone.

Conflict between the individual and the group arises when a member of the group deviates from the norms of behavior and work developed in the group. Another common conflict of this type is between the group and the leader. When the leadership style is not adequate to the level of maturity of the team, these conflicts are more serious due to the mismatch between the skills of the manager and the experts and the rejection of the moral character and character of the leader. While writing a business letter, it is important to note the following requirements:

- The performer must clearly visualize the message he wants to convey and know how to express it in an understandable, concise and accessible form.
- The letter should be simple, logical, specific and unambiguous. Laconic writing in monotone characterizes writers as good communicators who know the art of communication.
- The letter is drawn on only one issue, while the text of the letter is divided into paragraphs, each of which addresses only one aspect of this issue.
- The letter should be firm and reasonable.
- The letter is written in a neutral presentation.
- Business letter should not exceed two typed pages.
- From a grammatical point of view, a business letter should be flawless. Spelling, collocation and stylistic errors create the wrong impression and annoy the addressee.
- A business letter should be proper and written in a polite tone.

Properly drafted business letters follow the same plan. The opening lines grab attention, the sentence or two that follow piques the reader's interest, then the request is made in two paragraphs, and the final section compels the reader to take action.

3.2 TELEPHONIC COMMUNICATION

A telephone conversation provides two-way communication regardless of distance. Poor preparation, inability to express one's thoughts succinctly and efficiently takes up a lot of a person's work time. As a business person, you need to learn to value your time.

- It is useful to have a pen, notepad and calendar near the phone.
- After the call, pick up the handset quickly. Etiquette provides for picking up the phone before the fourth ring of the phone because.
- In business communications, informed answers are desirable (who answered the phone and in which company).

- If the phone rings during your conversation with the customer, apologize to the customer, pick up the phone, say you are busy and ask them to call back or write down the caller’s phone number and call them back when you are free.
- Keep business phone conversations brief. The person who called ends the conversation, so it is not recommended that the recipient of the call be patient.
- It is important that a business telephone conversation is conducted in a calm, polite tone. During the conversation, it is necessary to create an atmosphere of mutual respect. A smile helps.
- Never talk on the phone with your mouth shut. It is unacceptable to chew food, drinks and talk to staff at the same time during a telephone conversation. Chewing gum during a phone conversation is not recommended.
- Increases the shortcomings of telephone speech, so it is recommended to follow the pronunciation of numbers, proper names, and surnames. In a conversation, it is better not to use specific, professional words that the interlocutor does not understand. Words are not allowed.
- If audibility deteriorates, it is more reasonable to call back one of the interlocutors. If the phone is disconnected, the person who initiated the conversation calls back.

It needs to end the conversation in a timely manner to avoid satisfaction with communication, which is expressed in the partner’s unreasonable dissatisfaction and resentment, and sometimes irritation. At the end of the conversation, you should say thank you for the call or information received.

3.3 BUSINESS COMMUNICATION

In business communication, much emphasis is placed on the need to take into account ethical norms and values; their influence on the effectiveness of doing business is particularly emphasized. The relationship between business communication ethics has various manifestations.

- Institutional and social environment
- Institutions: Chairman and Deputy Officers
- Subordinate and Leader
- People of equal status

Relationships with co-workers should be of mutual caution, so as not to offend or humiliate the partner. It is necessary to develop a desire for empathy and respect for the personality of another person. From the point of view of the latter, the moral side of the relationship between the leader and subordinates is particularly difficult. In this case, subordinates should not be mechanics, but thinking, creative employees, emotionally supporting the activities of the leader, conscientiously and strictly carrying out his instructions. Subordinates should sympathize with the leader’s comments and not treat them as insults or violations. But at the same time, subordinates should have the moral right to express critical opinions about the leader and their peers in an open or confidential setting.

4. RESULTS AND DISCUSSION

If you are coming to a conversation for the first time, it is important to name yourself upon entering. If a visitor comes up to

you and introduces himself, immediately try to remember his name and patron. Last name is easy to remember. Looking at the face of your future interlocutor, you should try to read his gaze and establish mutual understanding without words. Scientists have found that when we first meet a person, we first pay attention to their appearance and are interested in their expression. After meeting a visitor, you should get up from the Table and invite the interlocutor to sit opposite. It is good to meet him: this gesture makes it clear to the interlocutor that you respect him and is ready to talk on an equal footing. This was shown in the following Table.1.

Table.1. Comparison of Conversation Preparation

Tasks	ACM	TBC	MCP	GEBM	SAM
100	70.25	59.94	75.61	66.44	87.70
200	68.59	54.08	82.45	61.03	87.80
300	68.14	55.22	83.74	59.54	87.87
400	72.72	54.08	85.88	56.30	87.92
500	73.22	53.20	84.31	57.02	87.96
600	73.06	52.00	82.69	57.15	87.99
700	72.32	50.35	80.89	55.88	87.99

The manager must understand how his interlocutor evaluates the situation, why this way and not otherwise. It is necessary to try to present a complete picture of the event or situation, focusing only on the words of the interlocutor.

You will be able to ask and correctly ask clarifying and leading questions that will help reveal the thoughts of the interlocutor and, as a result, correctly determine his point of view. End of the conversation Once the interlocutor’s point of view is clear and you have expressed your own opinion, you can end the conversation. All questions were agreed upon, conclusions were made, and the rules of the conversation were met. This was shown in the following Table.2.

Table.2. Comparison of Conversation management

Tasks	ACM	TBC	MCP	GEBM	SAM
100	71.71	47.38	76.34	61.22	85.05
200	72.04	48.88	76.93	63.09	86.09
300	73.38	49.99	77.91	63.92	86.22
400	74.52	50.37	79.12	64.83	87.18
500	75.57	51.38	80.26	65.75	86.75
600	76.28	52.31	81.37	67.08	87.99
700	77.58	53.31	82.07	67.95	88.10

Interpersonal conflict is caused by various psychological factors of the individual’s inner world, often appearing or incompatible: needs, interests, desires, feelings, values, motives, etc. Depending on which internal aspects of personality are in conflict, the following forms are distinguished: motivation, moral, unfulfilled desire, role-playing, adaptation, adequate self-esteem. Interpersonal conflict is the most common form of conflict in organizations. This is, as a rule, a struggle for limited resources: material resources, equipment usage time or project approval. This was shown in the following Table.3.

Table.3. Comparison of conflict management

Tasks	ACM	TBC	MCP	GEBM	SAM
100	55.54	52.10	74.61	60.23	84.86
200	55.87	53.60	75.20	62.10	85.90
300	57.21	54.71	76.18	62.93	86.03
400	58.35	55.09	77.39	63.84	86.99
500	59.40	56.10	78.53	64.76	86.56
600	60.11	57.03	79.64	66.09	87.80
700	61.41	58.03	80.34	66.96	87.91

At the same time, everyone believes that he needs the resources, not someone else. Personality conflicts can also be manifested in the conflict of different types of character, character. Traits like impulsiveness, impulsiveness, desire to dominate; arrogance in handling can create tension in human relationships and eventually lead to conflicts. It is also difficult for two leaders in the same organization to coordinate their actions.

The leader brings them to subordinates to understand what is expected of them in a particular situation; Clarifies what results are expected from each employee and each unit; who provides and receives various information and who has what powers and responsibilities; Establishing a hierarchy of authority that regulates people's interactions, decision-making, and information flow within the organization. This was shown in the following Table.4.

Table.4. Comparison of Leadership management

Tasks	ACM	TBC	MCP	GEBM	SAM
100	57.65	31.66	66.64	59.94	86.46
200	57.32	30.16	66.05	58.07	85.45
300	55.98	29.05	65.07	57.24	85.29
400	54.84	28.67	63.86	56.33	84.33
500	53.79	27.66	62.72	55.41	84.76
600	53.08	26.73	61.61	54.08	83.56
700	51.78	25.73	60.91	53.00	83.40

The principle of unity of command makes it easier to use hierarchy to manage a conflict situation because the subordinate knows whose decision he must implement. Among the coordination tools, interaction groups and interdisciplinary meetings are used. Such interdisciplinary services coordinate the work of interdependent units that are conflictually mature.

Effective implementation of these goals requires two or more compatible employees, departments or groups. When setting complex goals, the efforts of all participants are directed towards achieving a common goal, there is a greater coherence in the activities of all employees. First, the people who contribute to the achievement of organizational complex goals must be the same as helping other groups in the organization. Rewards can be in the form of bonuses, accolades, recognition or promotions. It is also important that the reward system does not encourage unproductive behaviors by individuals or groups. This was shown in the following Table.5.

Table.5. Comparison of Target management

Tasks	ACM	TBC	MCP	GEBM	SAM
100	59.95	33.96	63.24	57.20	87.37
200	59.62	32.46	62.65	55.33	86.33
300	58.28	31.35	61.67	54.50	86.20
400	57.14	30.97	60.46	53.59	85.24
500	56.09	29.96	59.32	52.67	85.67
600	55.38	29.03	58.21	51.34	84.43
700	54.08	28.03	57.51	50.47	84.32

The main task of the negotiation process is to convince the other party to accept your offer. Negotiations are a complex communication process that requires intensive preparation, including the development of business proposals, the creation of specific and strategic goals for negotiation, and the evaluation of one's own economic potential and the capabilities of a partner. The first commandment of successful negotiation is to maintain mutual benefit. The second important rule of negotiation is to reject the dispute. Negotiations should be conducted with a partner of authority a "key person". This was shown in the following Table.6.

Table.6. Comparison of Negotiation Management

Tasks	ACM	TBC	MCP	GEBM	SAM
100	58.69	41.70	70.80	65.64	86.63
200	57.06	39.96	69.22	64.22	85.34
300	56.58	37.62	67.02	62.96	84.33
400	55.29	36.81	65.39	60.97	83.44
500	53.18	34.52	64.25	58.50	83.07
600	51.69	32.59	62.05	57.06	82.03
700	49.88	30.86	60.90	55.34	82.26

The most important component of negotiations is the argument used by the stakeholders. Arguments are arguments that can be based on evidence, subjective views, objective positions, or generally established opinion. Arguments are presented to support the truth of other judgments.

5. CONCLUSION

The ability to imagine how a person is perceived by a communication partner. It is no longer just knowing the other, but knowing how the other understands you. At the same time, our focus shifts from the communication partner to us, and mirror images of each other double. Understanding another person is very important for successful communication with him. Communication is based on administrative and moral norms. It develops among colleagues at work. Communication is based on administrative and legal regulations. It develops between leaders and performers, as well as between leaders of different levels of attributing reasons for another person's behavior. Additionally, there are intrinsic and extrinsic attributes. Knowing the patterns and fallacies of causal attribution is useful for making connections.

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