**WHAT IS COMMUNICATION?**

The word “communication” derived from the Latin word ‘communicare’ that means to impart, to participate, to share or to make common.

It is a process of exchange of facts, ideas and opinions and as a means that individual or organization share meaning and understanding with one another. In other words it is a transmission and interacting the facts, ideas, opinion, feeling and attitudes.

It is the ability of mankind to communicate across barriers and beyond boundaries that has ushered the progress of mankind. It is the ability of fostering speedy and effective communication around the world that has shrunk the world and made ‘globalization’ a reality. Communication had a vital role to play in ensuring that people belonging to a particular country or a culture or linguistic group interact with and relate to people belonging to other countries or culture or linguistic group. Communication adds meaning to human life. It helps to build relationship and fosters love and understanding. It enriches our knowledge of the universe and makes living worthwhile.

**MEANING OF BUSINESS COMMUNICATION**

**Communication** is neither transmission of message nor message itself. It is the **mutual exchange of understanding**, originating with the receiver. Communication needs to be effective in business. **Communication is essence of management**. The basic functions of management **(Planning, Organizing,**[**Staffing**](http://www.managementstudyguide.com/staffing-function.htm)**,**[**Directing**](http://www.managementstudyguide.com/directing_function.htm)**and**[**Controlling**](http://www.managementstudyguide.com/controlling_function.htm)**)** cannot be performed well without effective communication. Business communication involves constant flow of information. Feedback is integral part of business communication. Organizations these days are very large. It involves number of people. There are various levels of hierarchy in an organization. Greater the number of levels, the more difficult is the job of managing the organization. **Communication here plays a very important role in process of directing and controlling the people in the organization**. Immediate feedback can be obtained and misunderstandings if any can be avoided. There should be effective communication between superiors and subordinated in an organization, between organization and society at large (for example between management and trade unions). It is essential for success and growth of an organization. Communication gaps should not occur in any organization.

Business Communication can be of two types:

[**Oral Communication**](http://www.managementstudyguide.com/oral-communication.htm)**-** An oral communication can be formal or informal. Generally business communication is a formal means of communication, like : meetings, interviews, group discussion, speeches etc. An example of Informal business communication would be – Grapevine

[**Written Communication**](http://www.managementstudyguide.com/written-communication.htm)**-** Written means of business communication includes - agenda, reports, manuals etc.

**Business Communication is goal oriented. The rules, regulations and policies of a company have to be communicated to people within and outside the organization. Business Communication is regulated by certain rules and norms. In early times, business communication was limited to paper-work, telephone calls etc. But now with advent of technology, we have cell phones, video conferencing, emails and satellite communication to support business communication. Effective business communication helps in building goodwill of an organization.**

**ROLE / IMPORTANCE OF COMMUNICATION IN BUSINESS**

The term business communication is used for all messages that we send and receive for official purpose like running a business, managing an organization, conducting the formal affairs of a voluntary organization and so on. Business communication is marked by formality as against personal and social communication.

* The success of any business to a large extent depends on efficient and effective communication. It takes place among business entities, in market and market places, within organizations and between various group of employees, owners and employees, buyers and sellers, service providers and customers, sales persons and prospects and also between people within the organization and the press persons.
* All such communication impacts business. Done with care, such communication can promote business interests. Otherwise, it will portray the organization in poor light and may adversely affect the business interest.
* Communication is the life blood of any organization and its main purpose is to effect change to influence action. In any organization the main problem is of maintaining effective communication process.
* The management problem generally results in poor communication. Serious mistakes are made because orders are misunderstood.
* The basic problem in communication is that the meaning which is actually understood may not be what the other intended to send.
* It must be realised that the speaker and the listener are two separate individuals having their own limitations and number of things may happen to distort the message that pass between them.

**INTERNAL**

When people within the organization communicate with each other, it is **internal** communication.

They do so to work as a team and realise the common goals. It could be official or unofficial. Modes of internal communication include face-to-face and written communication. Memos, reports, office order, circular, fax, video conferencing, meeting etc. are the examples of internal communication.

**EXTERNAL**

When people in the organization communicate with anyone outside the organization it is called external communication. These people may be clients or customers, dealers or distributors, media, government, general public etc. are the examples of external communication.

• Communication is the life blood of the business. No business can develop in the absence of effective communication system.

• Communication is the mortar that holds an organization together, whatever its business or its size.

• When people within the organization communicate with each other, it is internal communication and when people in the organization communicate with anyone outside the organization it is called external communication.

• Ability to work well in teams, to manage your subordinates and your relationship with seniors, customers and colleagues depends on your communication skill.

**DEFINITIONS OF COMMUNICATION**

Communication may be defined as interchange of thought or information between two or more persons to bring about mutual understanding and desired action. It is the information exchange by words or symbols. It is the exchange of facts, ideas and viewpoints which bring about commonness of interest, purpose and efforts.

**American Management Association** defines, ‘Communication is any behaviour that results in an exchange of meaning’.

**Peter Little** defines communication as, ‘Communication is the process by which information is transmitted between individuals and/or organizations so that an understanding response result’.

**Newman and Summer Jr.** state that, ‘Communication is an exchange of facts, ideas, opinions or emotions by two or more persons’.

According to **Keith Davis**, ‘The process of passing the information and understanding from one person to another. It is essentially a bridge of meaning between the people. By using the bridge a person can safely across the river of misunderstanding’

**Louis A. Allen** defines, ‘Communication is the sum total of all the things that a person does, when he wants to create an understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding’.

Therefore, the main purpose of communication is to inform, or to bring around to a certain point of view or to elicit action.

**PURPOSE OF COMMUNICATION**

**1. FOR INSTRUCTION:** The instructive function unvarying and importantly deals with the commanding nature. It is more or less of directive nature. Under this, the communicator transmits with necessary directives and guidance to the next level, so as to enable them to accomplish his particular tasks. In this, instructions basically flow from top to the lower level.

**2. FOR INTEGRATION:** It is consolidated function under which integration of activities is endeavored. The integration function of communication mainly involves to bring about inter-relationship among the various functions of the business organization. It helps in the unification of different management functions.

**3. FOR INFORMATION:** The purposes or function of communication in an organization is to inform the individual or group about the particular task or company policies and procedures etc. Top management informs policies to the lower level through the middle level. In turn, the lower level informs the top level the reaction through the middle level. Information can flow vertically, horizontally and diagonally across the organization. Becoming informed or inform others is the main purpose of communication.

**4. FOR EVALUATION:** Examination of activities to form an idea or judgement of the worth of task is achieved through communication. Communication is a tool to appraise the individual or team, their contribution to the organization. Evaluating one’s own inputs or other’s outputs or some ideological scheme demands an adequate and effective communication process.

5. FOR DIRECTION: Communication is necessary to issue directions by the top management or manager to the lower level. Employee can perform better when he is directed by his senior.

Directing others may be communicated either orally or in writing. An order may be common order, request order or implied order.

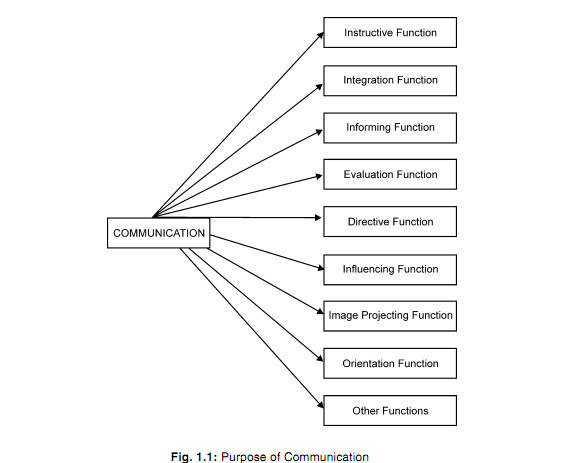
6. FOR TEACHING: The importance of personal safety on the job has been greatly recognized. A complete communication process is required to teach and educate workers about personal safety on the jobs. This communication helps the workers to avert accidents, risk etc. and avoid cost, procedures etc.

7. FOR INFLUENCING: A complete communication process is necessary in influencing others or being influenced. The individual having potential to influence others can easily persuade others. It implies the provision of feedback which tells the effect of communication.

8. FOR IMAGE BUILDING: A business enterprise cannot isolate from the rest of the society. There is interrelationship and interdependence between the society and an enterprise operating in the society. Goodwill and confidence are necessarily created among the public. It can be done by the communication with the different media, which has to project the image of the firm in the society. Through an effective external communication system, an enterprise has to inform the society about its goals, activities, progress and social responsibility.

9. FOR EMPLOYEES ORIENTATION: When a new employee enter into the organization at that time he or she will be unknown to the organization programs, policies, culture etc.Communication helps to make people acquainted with the co-employees, superior and with the policies, objectives, rules and regulations of the organization.

10. OTHER: Effective decision-making is possible when required and adequate information is supplied to the decision-maker. Effective communication helps the process of decision making. In general, everyone in the organization has to provide with necessary information so as to enable to discharge tasks effectively and efficiently



**THE COMMUNICATION PROCESS/CYCLE**

The transmission of sender’s ideas to the receiver and the receiver’s feedback or reaction to the sender constitute the communication cycle. The process of communication begins when one person (the sender) wants to transmit a fact, idea, opinion or other information to someone else (the receiver).

This facts, idea or opinion has meaning to the sender. The next step is translating or converting the message into a language which reflects the idea. That is the message must be encoded. The encoding process is influenced by content of the message, the familiarity of sender and receiver and other situation of factors.

After the message has been encoded, it is transmitted through the appropriate channel or medium.

Common channel in organization includes meetings, reports, memorandums, letters, e-mail, fax and telephone calls. When the message is received, it is decoded, by the receiver and gives feedback to the sender as the conformation about the particular message has been carefully understand or not.

**ELEMENTS OF COMMUNICATION**

The process of communication involves the following elements:

1. Sender or transmitter: The person who desires to convey the message is known as sender.

Sender initiates the message and changes the behaviour of the receiver.

2. Message: It is a subject matter of any communication. It may involve any fact, idea, opinion or information. It must exist in the mind of the sender if communication is to take place.

3. Encoding: The communicator of the information organizes his idea into series of symbols (words, signs, etc.) which, he feels will communicate to the intended receiver or receivers.

4. Communication channel: The sender has to select the channel for sending the

information. Communication channel is the media through which the message passes. It is the link that connects the sender and the receiver.

5. Receiver: The person who receives the message is called receiver or receiver is the person to whom the particular message is sent by the transmitter. The communication process is incomplete without the existence of receiver of the message. It is a receiver who receives and tries to understand the message.

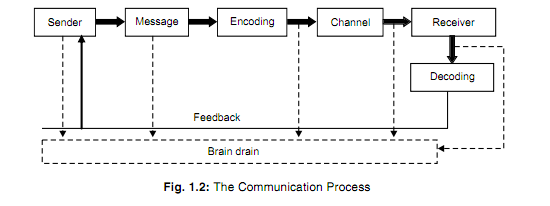
Encoding Channel

Decoding

Feedback

Brain drain

Sender Message Receiver



6. Decoding: Decoding is the process of interpretation of an encoded message into the understandable meaning. Decoding helps the receiver to drive meaning from the message.

7. Feedback: Communication is an exchange process. For the exchange to be complete the information must go back to whom from where it started (or sender), so that he can know the reaction of the receiver. The reaction or response of the receiver is known as feedback.

8. Brain drain: On whole process there is a possibility of misunderstandings at any level and is called brain drain. It may arise on sender side if they do not choose the adequate medium for delivery of message, by using default channel and it may also arise when receiver does not properly decode the message. In other words, we can say that it is breakdown of cycle at any level.

Exercise–1

1. How do you define communication?

2. What is the role of communication in management of business?

3. What are the different purposes of communication? Briefly explain any five of them.

4. Discuss the different situations when the communication exists.

5. “Communication is an exchange of facts, ideas, opinions and emotions by two or more

persons.” Explain the statement and discuss the role of feedback in communication.

6. “Communication is the two way process.” Explain.

7. Discuss the elements of communication process.

**MODELS OF COMMUNICATION**

# MODELS OF COMMUNICATION

In this section, you will learn about three models of communication:

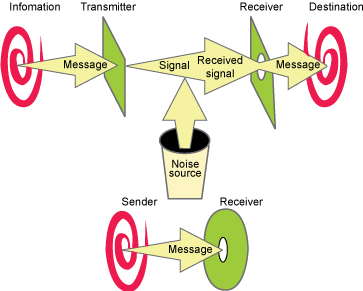
1. Linear model
2. Interactive model
3. Transactional model

# Linear Model

The linear model views communication as a one-way or linear process in which the speaker speaks and the listener listens. Laswell’s (1948) model was based on the five questions below, which effectively describe how communication works:

http://lms.oum.edu.my/e-content/OUMH1303KDP/content/24094922OUMH1303_OralCommunication_v1/OUMH1303_Topic1/OUMH1303_Topic1_Grafik/OUMH1303_1.2.1.jpg

Shannon and Weaver’s (1949) model includes noise or interference that distorts understanding between the speaker and the listener. Figure 1.3 shows a linear model of communication:



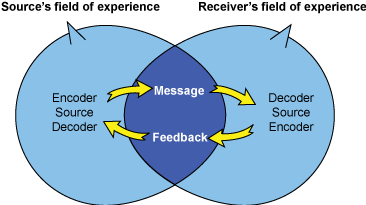
A LINEAR MODEL OF COMMUNICATION

# Interactive Model

The main flaw in the linear model is that it depicts communication as a one-way process where speakers only speak and never listen. It also implies that listeners listen and never speak or send messages.

Schramm (1955) in Wood (2009) came out with a more interactive model that saw the receiver or listener providing feedback to the sender or speaker. The speaker or sender of the message also listens to the feedback given by the receiver or listener. Both the speaker and the listener take turns to speak and listen to each other. Feedback is given either verbally or non-verbally, or in both ways.

This model also indicates that the speaker and listener communicate better if they have common fields of experience, or fields which overlap.



AN INTERACTIVE MODEL OF COMMUNICATION

# Transactional Model

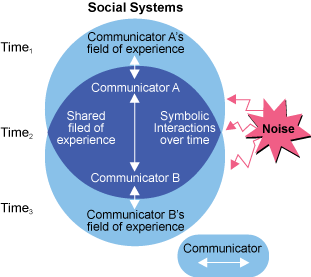
The main drawback in the interactive model is that it does not indicate that communicators can both send and receive messages simultaneously. This model also fails to show that communication is a dynamic process which changes over time.

The transactional model shows that the elements in communication are interdependent. Each person in the communication act is both a speaker and a listener, and can be simultaneously sending and receiving messages.

There are three implications in the transactional model:

1. “**Transactional**” means that communication is an ongoing and continuously changing process. You are changing, the people with whom you are communicating are changing, and your environment is also continually changing as well.
2. In any transactional process, each element exists in relation to all the other elements. There is this interdependence where there can be no source without a receiver and no message without a source.
3. Each person in the communication process reacts depending on factors such as their background, prior experiences, attitudes, cultural beliefs and self-esteem.

Shows a transactional model of communication that takes into account “noise” or interference in communication as well as the time factor. The outer lines of the model indicate that communication happens within systems that both communicators share (e.g., a common campus, hometown, and culture) or personal systems (e.g., family, religion, friends, etc). It also takes into account changes that happen in the communicators’ fields of personal and common experiences. The model also labels each communicator as both sender as well as receiver simultaneously.



  A TRANSACTIONAL MODEL OF COMMUNICATION

# MORE MODELS OF COMMUNICATION:

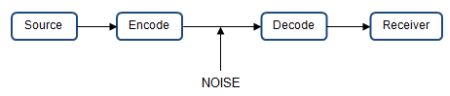
Let's have a look at some of the famous and frequently used communication models used nowadays.

## Shannon's Model:

One of the earliest models of communication that introduced was Claude Shannon's model. This was introduced in 1948.

This laid the foundation for the different communication models that we have today, and has greatly helped and enhanced the communication process in various fields. This model can be considered as the granddaddy of many later communication models.

Following is a simple illustration of this model.



The diagram above clearly illustrates how communication takes place, and also helps one to determine what could go wrong.

In Shannon's model, the information source typically refers to a person, who then sends a message with the use of a transmitter.

This transmitter could be any instrument today, from phones to computers and other devices. The signals that are sent and received can be vary depending on the method of communication.

The box at the bottom called NOISE refers to any signals that may interfere with the message being carried. This again would depend on the method of communication.

The receiver is the instrument or the person on the other side that receives the. This model is the simplest models to understand the workings of the communication process.

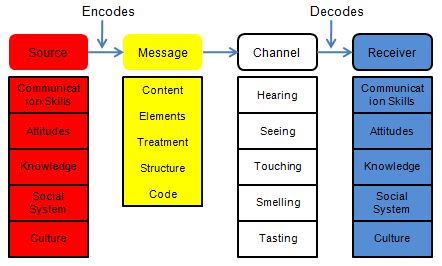
## Berlo's Model:

Another famous communication model is Berlo's model. In this model, he stresses on the relationship between the person sending the message and the receiver.

According to this model, for the message to be properly encoded and decoded, the communication skills of both the source and the receiver should be at best. The communication will be at its best only if the two points are skilled.

Berlo's model has four main components and each component has its own sub components describing the assisting factors for each.

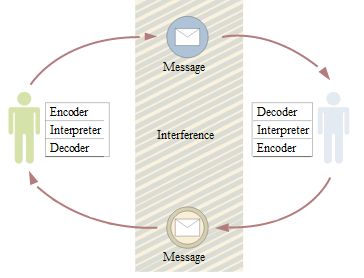
Following is the illustration of this model.



## Schramm's Model:

Schramm on the other hand, emphasized in 1954 that both the sender and the receiver take turns playing the role of the encoder and the decoder when it comes to communication.

The following diagram illustrates the model proposed by Schramm.



These models have been followed by various other models such as the 'Helical' model, Aristotle's models and several other models.

You should always keep in mind that each of these models has both their advantages and disadvantages. While some communication models try to break down the whole process in order to make it easier to understand, they are not always as simple as they seem.

There are several complexities involved in communications models. This is one thing that needs to be carefully understood in the process of understanding how these models work.

# Conclusion

You need to keep in mind that these complexities that accompany the communication models may only make understanding the communication much harder.

It is best that both parties, the source (sender) and the receiver, are clear about what they would like to discuss. This is also known as the context of the message.

This would make it much easier to decode what the other party is saying without too much trouble. The process of communication, if kept simple and to the point, should not usually have too many issues, and the message will be easily understood by both parties.

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 BARRIERS TO EFFECTIVE COMMUNICATION:

**Recognizing barriers** to effective communication is a first step in improving communication style.  Do you recognize these barriers from your own personal and professional experience?

**A.ENCODING BARRIERS.**The process of selecting and organizing symbols to represent a message requires skill and knowledge.  Obstacles listed below can interfere with an effective message.

1. **Lack of Sensitivity to Receiver.**A breakdown in communication may result when a message is not adapted to its receiver.  Recognizing the receiver’s needs, status, knowledge of the subject, and language skills assists the sender in preparing a successful message.  If a customer is angry, for example, an effective response may be just to listen to the person vent for awhile.

2. **Lack of Basic Communication Skills**.  The receiver is less likely to understand the message if the sender has trouble choosing the precise words needed and arranging those words in a grammatically-correct sentence. 

3. **Insufficient Knowledge of the Subject.**  If the sender lacks specific information about something, the receiver will likely receive an unclear or mixed message.  Have you shopped for an item such as a computer, and experienced how some salespeople can explain complicated terms and ideas in a simple way?  Others cannot.

4. **Information Overload**.  If you receive a message with too much information, you may tend to put up a barrier because the amount of information is coming so fast that you may have difficulty comfortably interpreting that information.  If you are selling an item with twenty-five terrific features, pick two or three important features to emphasize instead of overwhelming your receiver (ho-hum) with an information avalanche.

5. **Emotional Interference.**An emotional individual may not be able to communicate well.  If someone is angry, hostile, resentful, joyful, or fearful, that person may be too preoccupied with emotions to receive the intended message.  If you don’t like someone, for example, you may have trouble “hearing” them.

**Transmitting Barriers:**

Things that get in the way of message transmission are sometimes called “noise.”  Communication may be difficult because of noise and some of these problems:

1. **Physical Distractions**.  A bad cellular phone line or a noisy restaurant can destroy communication.  If an E-mail message or letter is not formatted properly, or if it contains grammatical and spelling errors, the receiver may not be able to concentrate on the message because the physical appearance of the letter or E-mail is sloppy and unprofessional.

2. **Conflicting Messages**.  Messages that cause a conflict in perception for the receiver may result in incomplete communication.  For example, if a person constantly uses jargon or slang  to communicate with someone from another country who has never heard such expressions, mixed messages are  sure to result.  Another example of conflicting messages might be if a supervisor requests a report immediately without giving the report writer enough time to gather the proper information.  Does the report writer emphasize speed in writing the report, or accuracy in gathering the data?

3. **Channel Barriers**.  If the sender chooses an inappropriate channel of communication, communication may cease.  Detailed instructions presented over the telephone, for example, may be frustrating for both communicators.  If you are on a computer technical support help line discussing a problem, it would be helpful for you to be sitting in front of a computer, as opposed to taking notes from the support staff and then returning to your computer station.

**4. Long Communication Chain**.  The longer the communication chain, the greater the chance for error.  If a message is passed through too many receivers, the message often becomes distorted.  If a person starts a message at one end of a communication chain of ten people, for example, the message that eventually returns is usually liberally altered.

**DECODING BARRIERS.** The communication cycle may break down at the receiving end for some of these reasons:

**1. Lack of  Interest.**  If a message reaches a reader who is not interested in the message, the reader may read the message hurriedly or listen to the message carelessly.  Miscommunication may result in both cases.

**2. Lack of  Knowledge.** If a receiver is unable to understand a message filled with technical information, communication will break down.  Unless a computer user knows something about the Windows environment, for example, the user may have difficulty organizing files if given technical instructions.

**3. Lack of Communication Skills**.  Those who have weak reading and listening skills make ineffective receivers.  On the other hand, those who have a good professional vocabulary and who concentrate on listening, have less trouble hearing and interpreting good communication.   Many people tune out who is talking and mentally rehearse what they are going to say in return.  We’ll see some techniques for improving listening skills in Chapter 2.

**4. Emotional Distractions**.  If emotions interfere with the creation and transmission of a message, they can also disrupt reception.  If you receive a report from your supervisor regarding proposed changes in work procedures and you do not particularly like your supervisor, you may have trouble even reading the report objectively.  You may read, not objectively, but to find fault.  You may misinterpret words and read negative impressions between the lines.  Consequently, you are likely to misunderstand part or all of the report.

**5. Physical Distractions**.  If a receiver of a communication works in an area with bright lights, glare on computer screens, loud noises,  excessively hot or cold work spaces, or physical ailments, that receiver will probably experience communication breakdowns on a regular basis.

**RESPONDING BARRIERS**—The communication cycle may be broken if feedback is unsuccessful.

**1.   No Provision for Feedback**.  Since communication is a two-way process, the sender must search for a means of getting a response from the receiver.  If a team leader does not permit any interruptions nor questions while discussing projects, he may find that team members may not completely understand what they are to do.  Face-to-face oral communication is considered the best type of communication since feedback can be both verbal and nonverbal.  When two communicators are separated, care must be taken to ask for meaningful feedback.

**2.   Inadequate Feedback**.  Delayed or judgmental feedback can interfere with good communication.  If your supervisor gives you instructions in long, compound-complex sentences without giving you a chance to speak, you may pretend to understand the instructions just so you can leave the stress of the conversation.  Because you may have not fully understood the intended instructions, your performance may suffer.

BARRIERS TO EFFECTIVE COMMUNICATION

Barriers to effective communication

A. Physical barriers

Internal structure of the organization and layout of office machines and equipments creates physical barriers in communication

a. Distance: – communication is found obstructed in long distance. Like communication between America and Nepal.

b. Noise: – it is from external sources and affects the communication process. Noise negatively affects the accuracy

c. Physical arrangement: – the physical arrangement of organizational sources like men, money, material and machine obstruct the communication process.

B. Semantic barriers

The use of difficult and multiple use of languages, words, figures, symbols create semantic barriers.

a. Language: – we can find some words having different meaning. As meaning sent by the sender can be quite different from the meaning understood by the receiver. Long and complex sentences creates problem in communication process.

b. Jargons: – technical or unfamiliar language creates barriers to communication that may be drawn from the literature. So message should be simple and condensed as far as possible so that no confusion creation will be there to the receiver.

C. Organizational barriers

It is raised from the organizational goals, regulations, structure and culture.

a. Poor planning: – it refers to the designing, encoding, channel selection and conflicting signals in the organization.

b. Structure complexities:- difficult organizational structure barrier for free flow of information. Appropriate communication process must be used.

c. Status differences: – it creates barrier for communication. Superior provides information to the subordinate about plans and policies. Different information is provided by different subordinates who create barrier in communication.

d. Organizational distance:- distance between sender and receiver also creates barriers to effective communication.

e. Information overload: – if superior provides too much information to the subordinate in short period receiver suffers from information overload which creates barriers to effective communication.

f. Timing: – communication can be obstructed if not done on time. If the information is not provided in time it creates barriers to effective communication.

D. Psychological barriers

It is the barriers to effective communication created from the lack of interest of the people from whom the communication is meant. People do not pay attention to the communication which are not interesting to them and which do not fulfill their want.

a. Perception: – it is the process of accepting and interpreting the information by the receiver. People receive things differently for a various number of reasons.

b. Filtering: – communication some time filters the negative information to make it more favorable to the receiver. In this process, knowingly or unknowingly some valuable information may be disposed.

c. Distrust: – superior provides information or message to the subordinates to their own view, ideas and opinion which create obstruction in communication.

d. Emotions: – emotion also creates barriers to effective communication like anger, het, mistrust, jealousy etc.

e. Viewpoint: – it also creates barriers to effective communication. It the receiver doesn’t clear the message and ignore without hearing, the message may create obstructions.

f. Defensiveness: – if the receiver receives the message as threat and interprets that message in the same way, it creates barriers to effective communication.

**Role of Communication in Negotiation**

Communication plays an important role in negotiation.

What is negotiation ?

Negotiation is nothing but a discussion among individuals to each to an alternative which would satisfy all.

How is an effective discussion possible ? Only through communication.

An effective communication is directly proportional to an effective negotiation. The better the communication is the better the negotiation would be. Discussion does not mean fighting and shouting, instead it is simply the exchange of one’s ideas, thoughts and opinions with each other. One needs to have excellent communication skills for a healthy and an effective discussion. Communication is an art and one should master it to excel in all kinds of negotiation. The other person will never come to know about your thoughts and ideas unless and until you share it with them. One can’t see your grey matter. Lot depends on how you speak.

One should very sensibly convert his thoughts into a speech by carefully selecting relevant words. Be careful about your words. One should never use derogatory sentences or fowl words in his speech. Understand the power of speech. The way you present your thought matters a lot. Don’t speak just for the sake of it. Haphazard thoughts and abstract ideas only lead to confusions. One must speak clearly what he expects from the other person. Don’t eat your words and try to confuse others. Your thoughts and ideas must be expressed clearly for others to understand well. Be crisp and precise in your speech.

Ben wanted to purchase a pen for himself. He was not very convinced with the price the shopkeeper quoted and found it a little too high. Ben wanted him to reduce the price of the pen. Unfortunately Ben lagged good communication skills and whatever he spoke only confused the shopkeeper. He kept on cribbing and pleading which further irritated the shopkeeper and he refused to further entertain Ben.

What was Ben’s mistake ?

Ben wanted to buy the pen, but his only mistake was he did not speak in a convincing manner. Had he spoken clearly and explained the shopkeeper as to why the price of the pen should be a litter lesser than what he had quoted, the pen would have been his. In this case the negotiation was not a fruitful one as no body gained anything.