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INSURANCE SECTOR EDUCATION
AND TRAINING AUTHORITY

LEARNER GUIDE

Unit Standard Title:	Present an informed argument on a current issue in a business sector
Unit Standard No:	230070
Unit Standard Credits:	5
NQF Level:	5

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Present an informed argument on a current issue in a business sector

Introduction to Unit Standard

Purpose of the Unit Standard

This Unit Standard is intended specifically to meet the communication requirements for qualifications in Financial Services at NQF Level 5, but it may be useful to learners in other sectors. It requires knowledge of current issues in a selected field or sub field and ability to conduct independent research on a well-defined problem or issue and to collate and present findings using appropriate technology and professional discourse.

At the end of this Unit Standard, the qualifying learner should be capable of:

- Demonstrate knowledge and insight into a current issue in a selected business sector
- Develop an argument around an issue using the language of the field.
- Construct a communication on a selected issue based on a developed argument.
- Apply technical knowledge and skill to present an argument on an issue in a selected business sector.

Module 1

Demonstrate knowledge and insight into a current issue in a selected business sector

This Module deals with:

- A current issue identified in a selected business sector and researched from published and unpublished sources
- The issue analysed indicating in depth insight into the specialist issue
- The relevance of the issue and potential impact on a specific business with reference to current research
- Legislation relating to the topic to ensure that the argument to be developed complies with legislative requirements

1.1 Articles on Current Issues in the Insurance Industry:

2013 Outlook on Insurance Interview with Rebecca C. Amoroso

With continued economic uncertainty, new regulations and evolving consumer expectations to contend with, it seems the only constant is indeed change for the insurance industry. Rebecca C. Amoroso, vice chairman and U.S. Insurance leader, Deloitte LLP, provides her perspective on how insurers can proactively take on the year ahead.

What are some of the major issues facing the insurance sector in 2013?

Both life and annuity (L&A) and property-casualty (P&C) insurers face a series of interdependent challenges in the coming year.

Some of these issues are financial, relating to how insurers can keep boosting their top and bottom lines — whether that means considering alternative investment options in response to low interest rates, or taking advantage of merger or acquisition opportunities to access new markets and achieve economies of scale.

Some are related to marketing, in terms of how carriers might more effectively reach and serve clients, such as capitalizing on the fastest-growing segments in a slowly recovering economy, or making innovation part of their DNA when it comes to product development.

A number involve management conundrums, including how to better leverage technology, or turn enterprise risk management from a compliance requirement into a game-changing differentiator.

Meanwhile, regulatory issues inevitably come to the forefront, challenging carriers to adapt to the changing rules of the game, both here in the United States as well as globally.

And yet the 2013 insurance outlook is a bit of a tale of two industries. The state and direction of the economy is a major factor for insurers of all stripes. But exposure growth is gaining momentum in the P&C sector, with private employment slowly but steadily increasing, auto sales on the rise, the housing market poised for a rebound and much needed pricing increases being achieved. Indeed, the P&C outlook is relatively bullish.

This same economy, however, presents more challenges for life and annuity writers, given stubbornly high unemployment, persistently low interest rates and the competition for a limited pool of discretionary income among cautious prospects.

But while it's relatively easy to identify the challenges facing insurance companies, it's a lot harder to determine how an individual player should respond. Each course of action has its own risks and rewards, but perhaps the one certainty is that doing nothing to change how an insurer operates is usually not a viable option over the long term.

What are some steps insurance companies can take to manage through the current climate of economic uncertainty?

Regardless of the state of the economy, carriers can expand their business and improve their profitability by staying focused not just on the immediate obstacles they may come across in terms of the business or regulatory climate, but also by continually reinventing themselves so they are positioned to thrive over the long haul.

Many insurers have already made such a proactive approach part of their standard operating procedure. They continually reexamine how they do business, realizing that achieving innovation across the enterprise is part of an ongoing journey — not a final destination.

They regularly reassess their product development and target marketing strategies. They also periodically reevaluate their distribution options, both to fine-tune the productivity of their existing sales force, as well as explore the possibility of adding new channels to reach prospects with different needs and preferences.

The same message applies internally as well. Leading insurers realize that despite the increasing importance of technology, insurance is still a people business and should continuously adapt to the needs of an increasingly diverse and ever-evolving workforce.

Where do insurers go from here to achieve growth?

“To achieve sustained growth in 2013 and beyond, insurers will need to keep reinventing themselves.”

While they may come in different forms, there are opportunities to achieve growth in both the L&A and P&C industries. For P&C this could come in the form of mergers and acquisitions, expansion into new markets as well as the addition of alternative distribution channels. Additionally, in an increasingly commoditized market, P&C Insurers looking to pursue organic growth should start thinking more broadly about how to remain relevant to consumers — with the true winners recognizing the coming tidal wave of changing customer expectations and needs.

For L&A carriers' health care reform and the retirement income market may provide opportunities. With millions of consumers prompted to buy health insurance or pay a penalty next year under a new federal mandate, there might be an opportunity to cross-sell life insurance and annuity products via the same channels. Life insurers can take advantage of the new opportunities by focusing their core marketing and underwriting strengths on these growth segments. Another option for L&A players is to explore partnering with health insurers to offer their life, disability and accident products.

Interestingly, only about one-third of those responding to a recent Deloitte survey seek professional advice when planning their retirement, which is a prime reason why 60 percent do not have a formal plan to save and provide income for their post-working lives. Therefore L&A carriers should rethink their approach to gain more trust and generate growth in the

retirement savings market.

Indeed, to achieve sustained growth in 2013 and beyond, insurers will need to keep reinventing themselves.

Shaun Crawford Feb 2012

Insurance industry facing real challenges: a view from the boardroom

The current financial crisis may primarily be a banking crisis, and the solvency of the insurance sector as a whole does not appear to be threatened. Nonetheless, insurance companies have been affected, and in mostly adverse ways. For many insurers, direct exposure to the epicenter of the crisis, the US mortgage market, and to related securities appears to have been limited. But the financial crisis has nonetheless had an increasingly visible impact on the insurance industry, primarily through their investment portfolios, as the crisis spread and financial market valuations and the outlook for real activity deteriorated significantly.

The insurance industry is experiencing significant and ongoing change and is being buffeted by challenging regulatory, political, and economic winds. While industry participants are well aware of these conditions, the views of non-executive directors.

Directors prioritized six areas of interest for discussion:

The attached Briefing Note provides a director – and in places, a regulatory or supervisory – view on the key issues facing the industry. Directors emphasize issues on which dialogue with peers from other insurers and with key stakeholders in the industry, notably regulators and supervisors, would be most beneficial.

- The rapidly evolving regulatory and supervisory landscape. Insurers have long faced a complex regulatory environment, but changes in recent years have added materially to this complexity, and more change is on its way. Moves by national regulators to introduce their own market-specific requirements and disagreements globally on how to implement risk-based supervision create additional challenges.
- The need to revisit corporate strategies and business models. Given the ongoing changes in the industry landscape, directors are increasingly asking strategic questions related to business models, portfolios, distribution, valuations, and products.
- The impact of changing customer needs. Increasingly diverse customer needs, buying behaviors, and product preferences combined with rapidly evolving consumer protection initiatives are further complicating already elaborate business models and strategies. Insurance boards are increasingly urged to consider the customer, but not all are well positioned to do so.
- Accelerated improvements to risk governance and risk management. Risk-based Supervision emphasizes the need for improvements in risk oversight. While the industry has adapted to a broad range of changes in recent years, most expect even more change ahead, particularly relating to board-level oversight, the role and stature of the chief risk officer (CRO), and approaches to enterprise-wide risk governance.
- Broader improvements in board effectiveness. In light of heightened expectations from supervisors and shareholders, non-executive directors are seeking ways to

improve their effectiveness and considering how best to engage more routinely with supervisors.

- Public policy issues that are fundamental to insurance. Global economic conditions have focused political attention on issues at the heart of the industry, such as pensions and savings, investment management, and climate change, to name a few. Directors are keen to understand how changes in public policy could help or hinder their institutions.

Fraud remains a major insurance industry challenge

3 May 2011

Gareth Stokes : gareth@fanews.co.za

Each year insurance claims assessors from both the long and short-term insurance industries investigate thousands of questionable insurance claims. Unless the alleged perpetrator is in the public eye the ordinary citizen is none the wiser. An example of a newsworthy case is that of Czech 'fugitive' Radovan Krejcir who was recently charged with fraud relating to a R4.5m claim he allegedly made to an insurance company after obtaining medical papers stating that he had cancer. Krejcir's doctor has turned State witness – though recent cases underpinned by 'bought' testimony have failed dismally.

We will probably hear the outcome of the Krejcir insurance fraud case because the press is interested in various other criminal allegations levelled against him. And there's a good chance he will 'slip' the fraud charge. His lawyer has already told the media that he was 'misled' by his doctor... As we wait for the case to unfold, stakeholders in the local insurance industry are hard at work to identify, prevent and prosecute instances of fraud.

Fraudulent claims soak up 15% of short-term premiums

A recent report by Standard Bank estimates that short-term insurance fraud in South Africa accounts for approximately 15% of premium costs, which equates to roughly R3 billion each year! That's why Jonathan Holden, Executive: Operations at Lion of Africa Insurance, has urged local insurance companies to join initiatives such as the SA Insurance Crime Bureau (SAICB) to work towards a reduction in insurance fraud – and hopefully a halt to related insurance premium increases. "With potential insurance premium increases on the horizon, the industry at large needs to come together, share information and act fast in order to safeguard and protect consumers financially," says Holden.

The SAICB uses highly sophisticated technologies to track identify and eliminate fraudulent activities in the industry. The organisation was established in 2008, and currently consists of 10 member companies, including 1st tier, ABSA, Hollard, Lion of Africa Insurance, Momentum, Miway, Mutual & Federal, Regent, Outsurance and Santam. The SAICB collects claim statistics from all member insurance companies and works very closely with the South African Police Service (SAPS), the Hawks, the South African Revenue Service (SARS) and the justice system to identify areas of fraudulent claims. The bureau has also undertaken various projects to assist the police in 'clearing' police vehicle pounds.

They've enjoyed numerous successes to date. Three cases of fraudulent activity amounting to approximately R580 000 were recently uncovered by the SAICB, and they are investigating a further 16 cases worth approximately R36 million! Holden says their affiliation with the bureau has enabled Lion of Africa Insurance to cross check claims with recent

police reports from roads blocks and spot checks in order to assess the credibility of certain vehicle claims. Based on this information insurance companies can take the decision to restrict certain policies or to adjust premiums.

When the deceased 'rises' from the dead

There are plenty of fraud concerns in the long-term space too. Claims investigators are frequently confronted with miraculous healings and deceased 'rising up' from the dead, among others. Clayton Thomopoulos, Associate Director, Risk Advisory at Deloitte observes: "The risk of fraud within the industry continues unabated!" He was presenting at a recent RGA Technical Seminar on the topic: Technology, innovation and collaboration as a solution to fighting fraud. He said that although cooperation between companies had improved, thanks to efforts by the Association of Savings and Investments South Africa (ASISA), there was still plenty to be done.

A decade ago the primary trend in the life fraud landscape was the use of fraudulent documentation to trigger a payout. This document was easy to pick up and it was relatively simple to catch fraudsters using this technique. But over the past few years fraud syndicates have evolved to present genuine documentation based on false pretences. "As times changed you would verify the documentation and it would be genuine, bypassing the detection barriers the industry had developed," said Thomopoulos. The result is that death and disability claims investigation has become incrementally more complex. Investigators now have to trace the documentation to its source and conduct thorough follow ups.

"If the industry wants to effectively combat the fraud risk it will have to adopt similar innovative approaches to those applied by criminals," said Thomopoulos. We have to take the past experiences and apply them to current scenarios... Given the successes of the SAICB in combating insurance fraud in the short-term space it will hopefully not be long before a similar collaboration occurs among long-term stakeholders.

HIV/Aids

A COMPLEX ISSUE IN THE ASSURANCE INDUSTRY

By Sharon Wood

Solutions aimed at reducing the cost to business

Metropolitan has been a leader in the field of HIV/Aids research since CEO Peter Doyle developed an actuarial model in the late 1980s that has since proved to be a reliable indicator of the epidemic's spread in SA.

After producing the model, the group has extended its HIV/Aids research and educational resources throughout the group.

The group recently expanded its Aids research unit by appointing Desiree Daniels as the new head.

Daniels has been involved in Aids research since 1993. She says there are four dedicated staff members in the unit and other staff members from throughout the business who specialise in assessing the effect of Aids on the different business areas, and identifying opportunities for developing products that deal specifically with Aids.

"We didn't want everyone in one unit because we felt we'd lose touch with the divisions. We decided rather to have specialised resources in the different divisions because they would

understand the needs of each business."

Metropolitan chief Aids strategist Stephen Kramer says that since the Doyle model was developed a decade or so ago, it has been able to predict, within a few percentage points, HIV prevalence in SA.

It uses indicators such as clinic figures on sexually transmitted diseases (STDs) and antenatal HIV clinic data to understand the dynamics of the epidemic and make projections of how it will grow.

But Metropolitan recently started using the Actuarial Society of SA's (Assa) Aids models, which have been developed by a team of people, with a wide range of experience.

Kramer says the new model has become more useful, with a broader range of input. The models were developed by University of Cape Town actuarial department professor Rob Dorrington and his team and the underlying assumptions and principles of the Doyle model were used as a basis for their designs.

"Our particular knowledge of these models gives us a special ability in applying the Assa model to risk analysis offered as a service to companies and organisations," says Kramer.

Daniels says there are still a lot of myths about the disease.

She says people ask the same questions about HIV/Aids that were asked when she first became involved in the field.

"There's a much greater awareness of HIV/Aids, but when you scratch the surface you find people still believe the same myths and don't perceive themselves to be at risk."

She says that as an employer a company can make a difference with its staff. Daniels believes that to be successful in managing HIV/Aids, a company needs the commitment and participation of its leaders.

To encourage a better understanding of the issue, Metropolitan hosts and maintains the RedRibbon portal, a generic website that features research, articles and news about the epidemic in sub-Saharan Africa.

"One of the objectives of the portal is to encourage people to understand HIV, apply this knowledge and change their behaviour, whether they are infected or affected. RedRibbon can be customised to reside on company intranets, broadening the reach of the portal and giving all staff with PCs access to it," says Daniels.

"In this way, the company can interact with its staff or at least provide information."

But she says nothing can replace face-to-face interaction with staff, and encourages companies to put in place voluntary counseling and testing. This, however, has to be part of a holistic intervention strategy.

Kramer says there have been important developments during the past few years.

"At a treatment symposium 18 months ago, people thought it wasn't possible to provide treatment through company programmes. But the change has been so dramatic that many

companies are now offering treatment."

In 2002, Metropolitan developed Aids Workplace Solution, the first holistic product that enables Aids interventions to be a saving rather than a cost to companies.

The product reduces the cost of death and disability insurance for a company by managing the health of the workforce and decreasing mortality rates. This is achieved through an education drive, a wellness management programme and appropriate treatment for people who are HIV positive.

Daniels says the disease-management programme offered by Metropolitan's managed health-care division, Qualsa, can do a lot for people with HIV.

"Managing HIV and Aids has to involve a holistic solution or you're treating the tail end of the problem," says Kramer. Metropolitan begins by doing an audit, an impact assessment and advising companies on how to implement an all-encompassing programme.

Kramer says many companies are offering consulting services to help deal with the risk of Aids, but "we have the competitive edge because we provide a holistic offering that could actually be a cost-saving".

"Within the insurance industry, there are complex issues around HIV," says Daniels.

"Increasingly, financial advisers are finding that, for a variety of reasons, clients opt out of taking an HIV test. They would rather choose policies that do not require testing or select an investment product."

Metropolitan also offers Inclusive Life, a life policy that provides cover for clients living with HIV.

The industry is also considering providing compulsory basic bond cover of up to R150 000 to homeowners, irrespective of their HIV status.

Financial reporting and Aids is another issue.

Kramer says: "A few years ago Metropolitan proposed that companies disclose the effect of Aids in their financial reports and now it's considered the norm."

Metropolitan has been reporting on Aids in its annual report for four years.

Kramer and Daniels agree there is no single packaged approach to dealing with HIV, either in terms of insurance or as a strategic issue in business. The particular environment needs to be taken into account.

Module 2

Develop an argument around an issue using the language of the field

This Module deals with:

- Appropriate terminology used in the correct context
- The issue considered from different viewpoints in order to produce an objective position or balanced view
- An argument developed and substantiated for the selected issue
- Potential challenges to the argument anticipated in order to be prepared for questions or counter arguments

2.1 Tips on developing an argument around an issue

- **Find a Topic**

- If you have to choose your own essay topic or find a specific topic on a general subject, consider these options:
- Go back to your sources. Mark any passages that seemed to you particularly interesting, confusing, moving, or unusual. What struck you—was it the writing itself? The ideas? The original perspective? If you're reading fiction, which character strikes you the most? Why? Underline the parts that you think are most significant.
- Do some research. Reading what others have said about your subject may spark ideas of your own. Books, articles, and the Internet are all sources of information.
- After spending time reviewing and researching, you should have an idea of a topic for your essay. Your idea will become more specific as you begin to develop a thesis statement.

- **Understand the Assignment**

Look at the way the questions begin to get an idea of what information you have to include: Which objects or ideas in the text, specifically? How do they work? What do they ultimately suggest?

Now it's clear that you must first identify specific symbols, and then analyze how they operate in the novel.

- **Develop a Purpose for Writing**

Just as important as coming up with what to write is pinpointing why you're writing it. To figure out your purpose for writing, think about what you want your writing or argument to accomplish.

If you want to illuminate a topic, your purpose is to inform.

If you want to prove a point, your purpose is to convince.

If you want to change your reader's minds about a subject, your purpose is to persuade.

Other purposes: To analyze, to make a request, to provoke new thought, to move readers to action, to summarize, to express your feelings on a subject, to argue a position.

Your purpose for writing usually is determined by your audience. What the audience already thinks, knows, or believes will make a difference in why you write. Their positions will determine your purpose. Figuring out who your essay should or will reach will be important in shaping your purpose.

This purpose is not the argument of your essay. Rather, it should tell your readers why your argument is interesting or important. History, commonly held perceptions, and criticism—besides your audience—all are areas you might explore to find your purpose for writing.

A statement of purpose usually appears in your introduction, before your thesis statement. Here are two examples:

- **Develop a Position**

Before you can create a thesis statement, you have to have a position—an opinion or judgment of your subject.

Example position: Farm owners often exploit immigrant migrant laborers.

Knowing where you stand on an issue is vital before you can construct a thesis.

Example thesis based on above position: The federal government should more closely regulate and monitor migrant labor to eliminate exploitation and abuse.

A thesis should always be more specific than a position and should appeal to readers.

- **Finding a position**

As you begin developing your position, you may find that you don't actually know where you stand on a subject.

Ask yourself some questions to zero in on your position:

What are some possible positions? Turn to readings and discussions to find them.

What are the strengths and weaknesses of these positions? What could you change to make the weak points stronger? What makes the strong points strong?

What evidence is given to support these positions? Which pieces appeal to you, and why?

The more you think about potential positions, the closer you'll get to finding your own.

- **Identify Your Audience**

Before you begin writing, identify and evaluate your audience. There are many ways to argue a topic, so tailoring your argument to your audience is essential.

Pinpoint your intended readership:

For an essay to convince: What are some responses readers might have to your argument? What kinds of readers will be most likely to agree or disagree with you? Which group can you most effectively reach?

For a persuasive essay: Whom do you want to persuade? What group is it possible to persuade? What do you want to persuade them to do? Who among your possible readers can themselves influence opinion and behavior?

Avoid defining your audience superficially, such as by age, race, or gender. In some cases, however, demographic details may in fact be relevant. For example, the sex or age of your readers might be very important when writing an essay about the effects of day care on children.

- **Evaluate your audience's positions**

Spend some time figuring out where your audience stands on a subject by answering some or all of these questions:

What experience might your audience have had with this topic in the past? How much do they know about it?

What opinions or preconceptions might your audience have about your subject? What are their beliefs and values? How do these affect their perception of the subject?

What do you and your audience have in common? What are your differences? How does your topic relate to the larger world? Into what ethical, historical, or political framework does it fit?

- **Put it all together**

Next, figure out which positions you're able to address and which readers you have the best chance of reaching.

Based on what you know about your audience, on what can you build your case? If your position differs from your audience's, how might you best represent your own position while not alienating your audience?

Be aware of positions—both your own and your audience's—for this will help you create a thesis statement and, eventually, select appropriate reasons and evidence to support your argument.

- **Find Evidence to Support Your Reasons**

Evidence can be facts, figures, and quotations from the text, expert opinions, anecdotes, illustrations, or anything else that offers convincing proof for why your reasons are true.

You should have at least one piece of evidence for each reason you give. Your most important reasons will probably require several pieces of evidence.

When searching for evidence, stay organized. On note cards, in a notebook, or on your computer, keep track of quotations, paraphrases, and the like—including titles of your sources and page numbers. When it's time to incorporate your evidence into your essay, you'll have it at the ready.

Reason: The Joads' strong inner lives sustain them in the lowest times, just as Rose of Sharon's pregnancy sustains her.

Evidence: A strong inner life helps Ma push Pa toward anger instead of despair; gives Casy the wisdom to realize what he must do to stop the hunger; and prods Tom into carrying out Casy's mission.

- **Forms of Appeal**

As you develop and structure your argument, it is essential that you figure out how to appeal to your audience. There are four main ways of appealing to your audience to get their support:

2.2 Writing Arguments

- **Steps to Writing an Argument**

Develop Your Argument

When you develop your argument, you are confirming your own position, building your case. Use empirical evidence, such as facts and statistics, to support your claims. Appeal to your audience's rational and logical thinking. Argue your case from the authority of your evidence and research.

Your list of strengths and weaknesses can help you develop your argument. Prioritize the strengths and weaknesses for each position; decide on the top three to five strengths and weaknesses. Then, using a technique for developing content ideas, e.g., clustering, association, journalist's questions, begin to expand your understanding of each of the items on your list. Evaluate each item as to how you can support it—by reasoning, providing details, adding an example, by using evidence. Again, prioritize your list of strengths and weaknesses, this time noting what supporting comments need more work, more evidence, or may be irrelevant to your argument. At this stage, it's better to overlook nothing and keep extensive notes for later reference.

As you develop your ideas, remember that you are presenting them in a fair-minded and rational way, counting on your reader's intelligence, experience, and insight to evaluate your argument and see your point of view.

- **Techniques for Appealing to your Readers**

The success of your argument depends on your skill in convincing your reader—through sound reasoning, persuasion, and evidence—the strength of your point of view. There are three fundamental types of appeal in presenting an argument: reason, ethics, and emotion. As a writer, your task is to weave these three types of appeal skillfully into your argument in a balanced and sensible way.

- **Reason**

Clear thinking requires that you state your claim and support it with concrete, specific facts. This approach appeals to our common sense and rational thinking. Formal reasoning entails following certain established logical methods to arrive at certain

pieces of information or conclusions. Generally, these logical methods are known as inductive reasoning and deductive reasoning.

When our logical thinking states specific facts (called premises) and then draws a conclusion, a generalization, we call this inductive thinking. Inductive reasoning enables us to examine the specific details in light of how well they add up to the generalization. When we think inductively, we are asking whether the evidence clearly supports the conclusions.

In deductive reasoning, our logical thinking starts with the generalization. As we apply our generalization to a specific situation, we examine the individual premises that make that generalization reasonable or not. When our logical thinking starts with the generalization, or conclusion, then we may apply the generalization to a particular situation to see whether that generalization follows from the premises. Our deductive thinking can be expressed as a syllogism or an enthymeme, a shortened form of the syllogism.

- **Ethics**

Think of ethics as the force of character of the speaker as it is represented in oration or writing. If you misrepresent the evidence or one of your sources, your reader will question your ethics. In any situation where you must rely on your reader's good will and common sense, you will lose your reader's open-minded stance toward your argument when you use unethical methods to support your argument. This can happen intentionally, by misrepresenting evidence and experts and by seeking to hurt individuals or groups. You may also undermine your argument by unintentional misunderstanding of the evidence and the implications of your position. This can happen when you don't research the evidence responsibly, preferring instead to express your own and others' unfounded opinions.

- **Emotion**

Using emotions as a support for argument can be tricky. Attempting to play on your readers' emotions can smack of manipulation and is often mistrusted. To use emotional appeal successfully, you need to apply discretion and restraint. You need to choose examples that represent and illustrate your ideas fairly and then present your arguments as objectively as possible. The writer must carefully draw the connections between the ideas and illustrations, choosing diction in such a way that readers don't question motives as manipulative and sensational. Strong evidence accumulated by careful research often addresses this potential problem well. An example of an appeal to emotion is presented here: Rather than continuing these tax-and-spend policies, we plan to return your hard-earned tax money to you.

Module 3

Construct a communication on a selected issue based on a developed argument

This Module deals with:

- The objective of the communication clearly identified and stated for the target audience
- Appropriate communication tools used to achieve the stated objective of the communication
- The selected content sequenced and synthesised into a coherent presentation that meets the objective and is appropriate for the intended audience
- A cogent argument provided to negate undesired options and appropriate examples included to illustrate and substantiate the argument

3.1 Tips for Effective Writing

- **Clarity**

Before commencing any writing, ensure that you are clear on the Objective (Goal, Purpose) of the writing. Is the goal to enquire, complaint, request information, provide information or merely writing a message of goodwill

- **Key aspects**

The content of your writing must reflect good use of language, relevant to the message and receiver. Writing must be logic and the easy for the receiver to understand or comprehend. Ensure that the main focus or main ideas of your writing are prominent and easy to notice.

- **Presentation**

The manner in which your writing is presented must reflect the professional character and image of the sender. The style, language, layout and logic flow of ideas must leave the receiver with a good impression of the sender.

- **Confusing elements**

Use a simple and clear Font and avoid underlining and bold lettering as this could result in the receiver being unnecessarily confused.

3.2 The four C's in Communication

- **Complete:**

Provide all necessary facts and answer all questions

- **Concise:**

Refrain from using complicated words and long sentences. Only provide information on what is absolutely essential. Paragraphs should be short and well punctuated.

Ensure that all facts are covered to prevent confusion for the receiver and a possible break in effective communication

- **Correct:**

The use of correct and accurate language is very important. Always does a complete spell check before you send off any written communication? If you are not a mother tongue speaker and not 100% competent in the language in which you have write, ask someone else to proofread the writing to prevent embarrassment on either side.

- **Conversational:**

Maintain a friendly tone though not familiar and undiplomatic. The writing should be done in such a way that the receiver will feel obliged to return the writing. Avoid using flattery and phrases that might aggravate the receiver.

- **Choice of Words**

Over time you will refine your writing methods and create variations that make your style unique – as distinctive as your own personality. But you will benefit by applying the following basics:

- Make every word count. Get to the point
- Vary length, structure and beginnings of sentences. As a rule rather keep sentences short
- Use familiar, concrete word. Write to express NOT impress
- Write naturally, using words you typically use when speaking to someone
- Convert sentences from passive to active voice
- Use transition words to link ideas and increase readability – “In addition...”; “Thus...”; “Therefore...”
- Write for the reader not for yourself

3.3 Subject vs Objective Writing

In business writing different styles of writing can apply. The two main styles are Objective writing and Subjective writing.

Objective writing:

- Is factual
- Not emotional
- Use word to inform and not to influence
- Is to the point
- Is clear
- Reflects no prejudice or bias
- Is applied when writing reports and minutes of meetings

Subjective writing:

- Is based on Opinion
- Is emotional using emotive words
- Tries to influence the receiver
- Is long- winded

- Carries messages of prejudice and bias
- Applied in Advertising and Sales

Examples:

Objective Language	Subjective Language
"He dressed in a Navy suit on Monday 1st November 2007"	"He always dresses neatly"
"Fifteen finalist participated in the annual beauty pageant this year"	"Quite a number of finalist participated in the beauty pageant"
"I am leaving at 16:00"	"I am leaving soon"



Module 4

Apply technical knowledge and skill to present an argument on an issue in a selected business sector

This Module deals with:

- A written document to present an argument on the selected issue and support a verbal presentation
- The main points of the argument identified and highlighted with due regard for the specific audience and purpose
- The language level and vocabulary used are appropriate for the audience and the communication is presented coherently using the terminology of the field and appropriate technology
- A specific viewpoint defended and substantiated with additional information without losing the focus of the argument

4.1 Applying assertiveness when making a presentation

- Present yourself and your topic powerfully
- When you make a presentation, project competence and authority regardless of your position
- First impressions are crucial. It starts when you shake someone's hand. Your handshake communicates critical information. A firm, dry, warm handshake conveys power and confidence.
- Stand up straight and look the other person in the eyes. Erect posture and direct eye contact make a long-lasting impression that communicates confidence and assertiveness.
- Pay attention to your facial expressions. Our face tells others the degree to which we are alert, interested, in agreement, or relaxed. It reveals the types of emotion we feel. Keep your facial expression as neutral as possible.
- Gestures can be used to accentuate and support your message or to distract and discredit. Nervous fidgeting and tense jerky movements are distracting. These types of gestures and movements make you look out of control and seriously diminish your persuasive power.

4.2 Emotional Intelligence – EQ

Emotional intelligence is the ability to be aware of, control and manage ones owns emotions and those of other people by understanding yourself and your goals, aspirations, responses and behaviour, whilst understanding others and their feelings.

In using EQ you must be able to:

- Identify emotions: read people, and express emotion
- Use emotions
- Understand emotions: predict emotional future and understand meaning

- Manage emotions: do and think with feeling

Emotional Intelligence contains data (information) which are communicating information about people.

Emotions also provide data (information) that assist us in making rational decisions and behaving in adaptive ways.

- **Humour in Communication**

Humour, when used skillfully:

- greases the management wheels
- It reduces hostility
- deflects criticism
- relieves tension
- improves morale
- and helps communicate difficult messages



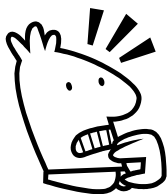
The key to the effective use of humour in communication depends on:

- how it's deployed
- Don't try to be funny.
- Pay close attention how you use humour
- Pay close attention how others respond to your humour and the message you are presenting

Humour plays an important role in Interpersonal relationships by:

- Being a method to enhance/ encourage positive interactions
- Facilitating self disclosure and social probing
- Defusing tension and conflict
- Saving face

Negative Humour



- Includes aspects such as aggressive teasing and sarcasm, which may negatively impact on social relationships.

4.3 The Art of Persuasion in Oral Communication

Persuasion implies being skilled in leading fellow employees to a shared solution or decision. In other words moving people to a position they do not currently hold.

Persuasion involves:

- Careful preparation
- Framing your argument in a logical manner
- Including vivid evidence in your presentation to support your argument
- Finding the most appropriate and correct emotional connection with your audience (chemistry)

The best persuasive presenters are able to not only listen to others but also to incorporate their views to find a shared solution or decision.

Four Steps to apply Persuasion when presenting

- establish credibility
- formulate your argument in such a way that your audience can see the common ground
- use vivid, clear, well constructive language and supporting evidence
- connect emotionally with your audience

- **Establishing credibility**

To ensure that you are a credible presenter you must be well prepared and convey an element of trust. Trust is established by building good interpersonal relationships.

- **Formulating arguments and finding common ground**

Be a good listener to pick up on any clues or cues that will provide you with information that you can use to connect to the audience you are presenting

- **Use vivid, clear, well constructed language**

To be a good presenter, use examples, stories, and descriptive language to enhance your argument. Vivid language makes an emotional impact on your audience.

- **Connect emotionally**



Good presenters show their own emotional commitment to their audience and pull their audience in, getting them “involved” (emotionally) in the presentation.

4.4 Presentation Skills

Aspects to bear in mind when preparing a speech:

- Goal or purpose of your speech/presentation
- Who are you speaking to – audience
- What topic will I present/speak on
- How many people will be present
- What is the occasion
- Where will you be presenting
- Duration of presentation/speech\
- What audio visual equipment do I have available to present/speak

- **Goal / purpose**

You need to ask yourself the question, what do I want to achieve with my speech? Do you want to impress, inform, motivate, inspire or persuade. Once you have determined these factors you can prepare your speech in context.

- **Who will be my audience**

It is important to be aware of who will be listening to you. In order to prepare your speech well complete the following checklist:

What fields of work does my audience represent?

How many people will be listening to me?

What is the age group of my audience?

What gender will the audience consist of, male or female or both

What are the different backgrounds of my audience?

Which language will they find most comfortable listening to?

Once you have answered the above questions, you will be able to decide on the most appropriate Topic for your speech/presentation

- **Number of people present**

If you just assume the number, you might be caught off guard when meeting either more or less than expected

- **What is the occasion**

The type of speech or presentation you prepare will depend largely on the occasion. The nature of the occasion could be a work meeting, the annual staff function at work, delivering a report to your manager etc.

- **Where will you be presenting / speaking**

It is advisable to gather as much information about the location where you are going to present. Which venue will you be using?

What lighting is required should you be using audio visual aids

How many people can be accommodated in the venue?

- **Duration of your presentation/speech**

Determine beforehand how much time you have available to present and stick to the allocated timeframe

- **Audio visual equipment**

Confirm in advance what kind of audio visual equipment will be available for you to use. Familiarize yourself with equipment beforehand (arrive a little earlier and make sure you know what goes where and where you should stand etc)

Additional Formula for prepare an effective presentation or speech:

- Purpose of presentation
- Introduction of topic
- Content
- Conclusion

Follow the table to ensure you have covered all aspects:

Purpose: Get attention of the audience In other words a great start	Do the unexpected Use an amazing statement Apply humour Use visual aids effectively Challenge your audience Ask a question – one of the easiest ways to start
Introduce the topic	You need to sell the topic to the audience People will only listen if they are to learn, benefit or gain in some way. Therefore state the relevance of the topic to them
Content – Body of presentation /speech	Provide illustrations to assist in explaining your point Speak from personal experience – this builds credibility Stick to three main points – audience can only absorb so much
Conclusion	Consolidate and summarize your arguments End with a strong message (last impression) Audience will a week after presentation remember your opening and closing

What is expected from the presenter/ you doing the presentation or speech?

Confidence	If you do not believe in yourself and what you are presenting, why would your audience
Clarity	Of speech and message (simple, direct and effective)
Creativity	Creative presentations leave an impact and provoke reaction and action

4.5 Compiling / Planning your Presentation

- **The introduction**

Your audience needs to know where you are going. Background information: WHO, WHAT, WHERE and WHEN. Asking an interesting question is a good way of starting your presentation as it involves the audience immediately.

Do not just tell a joke to get a laugh out of the audience. Humour must be relevant to the mood and the subject of your presentation/speech

To get your audience to be curious about your topic is easy but to keep their attention throughout is an art and requires your focused attention for the duration of your presentation

If you use a quote from a celebrity or author, be sure that you give recognition to the relevant person.

- **The Topic / body**

In the body of your presentation the big challenge is to organize your material into two or three main points.

Each point will be a mini speech/ presentation, with an introduction, a body and a conclusion of its own.

- **The Conclusion**

In the conclusion of your presentation you recap/ summarize what you have told the audience. It is in other words a summary of your main points.

4.6 Delivering or Presenting your Presentation

- **Posture:**

The way you stand, look and sound will determine the reaction you will get from your audience. Even if the content of your presentation is very good, you can lose your audience completely if the delivery thereof is not done well.

The tone of delivery, being spontaneous, energetic, enthusiastic and making eye contact are all crucial factors that must be applied to ensure a good presentation. By making eye contact with your audience you reach out to them and engage them in a conversation, even though they are not actually speaking.

- **Memorizing Content:**

It is NOT advisable to learn your presentation like a parrot (off by heart). It sounds unnatural and lacks the warmth and spontaneous commitment with your audience. It can easily be received as boring and uninteresting.

- **Questions:**

The use of on- the- spur- of- the- moment questions to the audience can be very effective. It enables participation from the audience and builds trust between the presenter and the recipients of his/her message.

- **Flexibility:**

A good hint in presentation delivery is to vary the method of your presentation. You can memorize short sections, read from some slides and then impromptu questions to the audience. These are all aspects to “liven” up your presentation.

- **Key Ideas**

Should you have to deliver a long and comprehensive presentation, it is always wise to have your key ideas written on flash cards. This will remind you, the presenter of

the main ideas that need to be shared with the audience, keeping to a logical structure.

Preparation is the golden rule!!! No presenter can deliver content with confidence to an audience of informed people without ensuring that he/she is very familiar with the content of his/her own presentation.

- **Audio-visual equipment**

The KISS principle (keeps it simple and smart) is a healthy concept to apply when selecting audio-visual equipment to deliver your presentation. Visual aids are used to assist the presenter in making his/her presentation more effective. Be sure that you know how all the equipment works. Nothing is more humiliating to deliver a presentation whilst struggling with your lap top, Proxima, microphone etc. If you ask someone to manage the equipment on your behalf during your presentation, make sure they know how everything works and when you, as the presenter wish to move from one slide to the next

- **Body Movements (Non-Verbal communication)**

The best way to master the art of communicating effectively with your body language is to Video record yourself whilst doing a practice run or Dry run of your presentation.

Movements that can be distracting include:

- Fidgeting with your hair or face whilst speaking
- Fiddling with your notes/ microphone/glasses
- Slouching your body
- Using the podium (lectern if you present from one) as a leaning post
- Swaying your arms wildly whilst speaking
- Pacing up and down
- Tapping with your fingers on the podium
- Avoiding eye contact with your audience
- Clutching the side of the podium as if you are going to fall over any minute

4.7 Techniques to prevent nervousness

Symptom	Remedy
Rocking back and forth, side to side, shifting weight from one foot to the other and pacing	Stand firmly – ground yourself on both feet. Don't move without reason
Rushing through your presentation	Indicate on your presentation notes, definite place where you need to pause. Practice!!
Playing with your hair or touching your face	Apply your hands for meaningful gestures. To indicate main points on the flipchart or screen Use wide movements – it shows confidence
Playing with your pencil, the pointer if doing a power point presentation	Keep all objects that may distract your attention at arm's length
Staring at the floor or ceiling or out the window	Make a drawing of an eye on your notes to remind you to make eye

Symptom	Remedy
	contact with audience
Using verbal crutches like “err”, “um” “You-Know”	Practice the flow of your presentation. Allow for pauses, where no words are needed. It gives the audience time to reflect on what you said.

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