Introduction

For Planning, Delivery, and Evaluation of a New Business Process developed

The Home Institute of Education, Hong Kong

Research and Development in the Communication Breakdown in the Call Center. The Discerning
What Causes Communication Breakdown

Chapter 13
The importance of effective communication in the business world cannot be overstated. Clear and concise communication is essential for success in any industry. However, the challenges of communication vary significantly depending on the cultural and linguistic context. In business environments, misunderstandings can arise due to differences in language, cultural norms, and communication styles. Effective communication requires an understanding of these factors and the ability to adapt to different situations. This is particularly important in the globalized world where businesses operate across borders and interact with diverse stakeholders. The ability to communicate effectively can help businesses build trust, enhance cooperation, and drive success. In this section, we will explore the importance of effective communication in the business world and discuss strategies for improving communication skills.
The special communication performance of speech, language, and social skills is a critical component in the effective acquisition of language skills. This is especially important for children with autism spectrum disorder (ASD) and other developmental delays. The ability to communicate effectively is essential for academic, social, and emotional development. It is crucial for parents, teachers, and therapists to work collaboratively to support the development of these skills. This can be achieved through various strategies such as direct instruction, social story treatment, and play-based interventions. Early intervention is key to optimizing outcomes for children with ASD. It is important to identify and address delays in communication and social skills early on, as this can have a significant impact on overall development and quality of life.
What the Literature and Current Research is Saying

Shocks are common in cell culture, and create problems such as reduced cell viability and detachment from the substrate, leading to loss of functionality and limited growth. These effects can be mitigated by controlling the density of cells, optimizing the culture conditions, and using appropriate media compositions. However, even under optimized conditions, shocks still occur, and this is especially true when scaling up cultures. The use of bioreactors in cell culture has been shown to reduce the occurrence of these shocks, but it is still important to understand the mechanisms underlying their occurrence. The literature suggests that shocks can be prevented by controlling the pH and temperature of the culture medium, optimizing the oxygen and glucose uptake rates, and ensuring adequate mixing. Overall, understanding the causes of shocks and their impact on cell culture is critical for improving productivity and quality in the biopharmaceutical industry.
Many theoretical linguists have picked up on these components of this framework. Candlin, C. N and Candlin, S. (2003) and McNamara (1990) have looked also at the medical profession; Idema (1995, 2003) has looked at, and is looking at, the discourse of the public service and administration in Australia; several studies have been carried out on the discourse of teachers in classrooms (McDowell 1995; Elder 2001; Gibbons 2006) as well as other professions such as accountants (Nunan and Foray 1996; Foray and Nunan 2002), the metals and engineering industry (Mawer 1993, 1999), pilots and air traffic controllers (Alderson 2007) UN peacekeepers and business managers and leaders are also under investigation.

In recent years there have been a number of studies completed on the subject of English language communication breakdown in the Asian call centres (Clark, Roger and Murchie forthcoming; Cowie 2007; Foray and Lockwood 2007; Friginal 2007; Hood and Foray 2008; Lockwood 2008; Lockwood, Foray and Price 2008; Lockwood, Foray and Elias 2009). These studies have used a sociolinguistic framework to look at authentic call centres data, notably either conversational analysis (CA), corpus studies or systemic functional linguistics (SFL). Foray and Lockwood (2007) based their research into the textual flow of the call centre interaction and transaction based on listening to over 500 inbound call centre calls across a range of different industry types. After identifying what appeared to be the generic structure and identifying obligatory and optional stages, they focused on where, in the textual flow, the calls appeared to be breaking down. Specifically, it became evident that the major problems in communication lay in expressing and understanding the purpose of the call and in the servicing stages. Interestingly, the specific areas of breakdown appeared to have less to do with the phonological and lexicogrammatical choices made by the L2S CSR and more to do with the interpersonal, intercultural and discourse capabilities of the CSRs.

Lockwood, Foray and Price (2008) carried out a further study isolating the specific communication areas of breakdown in the calls and again this study was based on a range of calls collected in the Philippines. This study again used a communicative competency framework domains of phonology, lexicogrammar, discourse and interaction (Canale and Swain 1980, 1981) to investigate the nature of the communication breakdown. From an analysis of this data set it was found that there were examples of communication breakdown due to the Phillippines English (PE) reduced consonant and vowel sounds, although these were extremely rare. Interestingly it was also found that customers complained about the CSR's accent being hard to understand when, in fact, the research showed it was other features (notably interactional and discoursal limitations) of the CSR's communication that was causing frustration as described below:

Example 1
CSR: I'm explaining it to you Ma'am, it's for privacy purposes, it doesn't show here in my system but you do have a beneficiary, it's just not showing

in my system, but I can request a letter indicating for you who your beneficiary is. . .

Caller: Well, you know you're not very plain. You have an accent right? I'm having trouble understanding you. Are you saying it does not show a beneficiary? Are you saying that? Are you saying that? (Lockwood, Foray and Price 2008, p. 231)

In this study, it was also found that non-standard patterns of Philippine English (Bautista 2004) such as the lack of verb/subject agreement, pronoun switching, non-standard use of prepositions in phrasal verbs, and altered use of tense and aspect were prevalent, but rarely did they result in serious communication breakdown. Callers and CSRs appeared to be adept at negotiating meaning around these non-standard patterns if they threatened communication. More serious communication failure appeared to centre around the interactional and discoursal language choices and limitations displayed by the CSR in the calls. To a certain extent, caller frustration was more frequently found in the calls because the CSR appeared vague, robotic, rude, incompetent, confusing, long winded, etc.

This initial work has been further expanded by Foray and Hood (2008) who investigated the nature of the interpersonal interaction/transaction in the call centres and specifically the interactive rise and fall of emotion. The calls used for this research were based around problematic call in inbound telephone conversations collected from call centres in the Philippines. This study draws on Appraisal theory (Martin and White 2005) and shows that reliance on implicit (for example the use of phonological devices e.g. equal stress on words to carry the meaning of impatience), rather than explicit attitude (where the caller would say 'I am really fed up with you!') with both the caller and CSR is common, although this is manifested in different ways. While the caller frequently grades up FORCE in references to time taken, or number of contacts, the CSR employs such lexicogrammatical choices such as concessive contractors e.g. just, already, once, yet and actually to control the interpersonal aspect of problematic calls. Wan (forthcoming, and see current volume) and Cowie (2007, and current volume) have both researched the area of prosodic features in the call centre interaction. Wan (forthcoming and current volume) explores how voice quality creates meaning potential in conflict between the caller and the CSR. Cowie (2007) explores, through an ethnographic study, how 'accent training' in the Indian call centres impacts the employability of the CSR, particularly in American call centres. Friginal (2008) has researched call centre discourse in the Philippines involving US customers and local CSRs. His research design follows a quantitative multidimensional framework developed by Biber (1988) to extract and interpret linguistic co-occurrence in his corpus. The three linguistic dimensions analysed were first, 'address-focused, polite, and elaborated information vs. involved and simplified narrative; second, planned, procedural talk and third managed information flow' (Friginal 2008:715). Results showed variations in the linguistic composition of the discourse of agents and
Discussion

The differences between the results of the research are significant and require further investigation.

Conclusions

Access to jobs in CSK

Procedural steps: More specifically, the importance of clear communication in the context of the job market needs to be emphasized. Good communication skills are not only beneficial for personal growth but also have an impact on professional development.

Declarations

The provision of procedural frameworks for public policy development may appear to be straightforward, but it is essential to consider the potential consequences of such actions on the job market. The importance of clear communication cannot be overstated.

Dimensions

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WESTERN INTERNATIONAL UNIVERSITY

Pre-war Dimensions: 12 June 1939,

The Wester International University, the Philippines, is the No. 1 University in the Philippines, as evaluated by the Philippine Accrediting Association of Colleges and Universities (PACA). It is also the No. 1 University in the Philippines in terms of academic programs and research.

The university offers a wide range of undergraduate and graduate programs in various fields such as Business Administration, Engineering, Education, Agriculture, and more.

In addition to its academic programs, the university also provides various services to its students, including counseling, career development, and extracurricular activities.

The university is located in Quezon City, Philippines, and is well-connected to major areas in the country.

The university's mission is to provide quality education and research opportunities to its students, while fostering a community of scholars and leaders who make a positive impact on society.

The university is committed to excellence in teaching, learning, and research, and is constantly striving to improve and expand its programs and services.

The university's facilities include modern classrooms, laboratories, libraries, and sports facilities, as well as residential halls for both undergraduate and graduate students.

The university is proud to have a diverse and international student body, with students from all over the world.

The university's faculty members are dedicated professionals with expertise in their respective fields, and are committed to providing a high-quality education to their students.

The university's alumni are successful leaders and change-makers in various fields, including business, politics, academia, and the arts.

The university is committed to serving the community and the nation, and is actively engaged in partnerships and collaborations with businesses, non-profit organizations, and government agencies.

The university's vision is to become a world-class institution, with a global reputation for excellence in teaching, learning, and research.

The university is committed to sustainability and is an active participant in national and international initiatives to reduce its carbon footprint and promote environmentally sustainable practices.

The university is proud to have a strong community involvement and is committed to giving back to the community.

The university is continuing to expand its academic and research programs, and is looking forward to the future with excitement and optimism.

The university's future is bright, and it is excited to continue to serve its students, the community, and the nation.
Assessment and its Uses
Communication Skills

Part IV