

## A STUDY ON ARISTOTLE'S RHETORIC APPLIED TO INDUSTRIAL COMMUNICATION

D. Madhavilatha Murthy<sup>1</sup> and Dr. Madhumita Gosal<sup>2</sup>

<sup>1</sup>Asst. Professor, Om College of Engg, RTM Nagpur University.

<sup>2</sup>Head Department of App. Humanities, VNIT, Nagpur.

---

**ABSTRACT:** *Mastering Industrial communication is of paramount importance to all professionals who are active in current industries. I strongly believe that engineers' job is not a single man's show. Professionals from various fields work together for a common goal at industries. The effective process of communication is pivot to effective management. When more than two individuals work on one task, definitely they need a common understanding and is possible only with appropriate communication. But mere words spilled out of lips may not be effective in current industries as they are involved with so many complexities in functioning. ARISTOTLE'S THEORIES OF RHETORIC, can be applied to the industrial communication to improve the skill of speaking and writing of the personnel at industries. With the help of Aristotle's three persuasive appeals of Rhetoric i.e. Logos, Ethos and Pathos the industrial communication can be made more effective and with right combination of these three appeals a speech can be intensified and made more powerful than a missile. In this paper I would like to throw some light on the effectiveness of the three appeals of Rhetoric to improve the art of using language that can leave a positive impact on the employees at Industries. Aristotle's Rhetorical appeals are profoundly influential in making the individuals realize the facts of TRUTH at work in the areas of Motivation & Training, and Problem Analysis etc.*

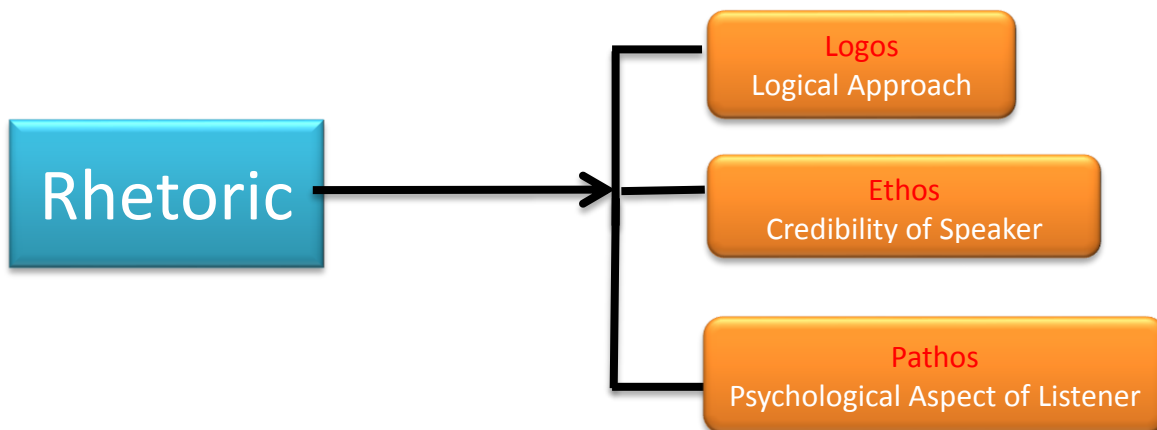
**KEYWORDS:** Rhetoric, Ethos, Logos, Pathos

---

### INTRODUCTION

Communication management and communication skills are essential at any industry. In today's corporate environment communication is not mere a soft skill but a fundamental skill which has to be groomed and engraved into leadership competency. The language skills are very essential to be developed by the personnel to discharge their duties effectively for the accomplishment of business tasks at industries. Professional competencies of an individual employee at any industry includes the accurate blend of hard skills and soft skills that allow him to accomplish tasks at works. Language skills endear the soft skills which play major role at work. It has been claimed by many Industrialists of various industries that an employee whose language skills are not up to the mark, is unable to perform effectively at work in oral & written communication, building & working with the team, critical thinking & problem solving, motivating his colleagues & subordinates and finally negotiating during conflicts. The Industrialists now have acknowledged the importance of effective language skills in all areas of functioning at industries. The effectiveness of the language at work can be enhanced with the help of Rhetorical theories of Aristotle who was a Greek Philosopher. He has preached the art of Rhetoric to improve public speaking during 4<sup>th</sup> century BC in his work "The Art of Rhetoric". We can use his theory of Rhetoric to our modern industrial spectrum of communication where complex diffusion of various activities go on in every minute.

Language choice of the personnel affects the response of the employees at work, because a speech is not mere collection of words, but it is the combination of various elements such as, right words with right expression at right time with required vocal techniques, body language, facial expressions etc. The wide use of technology at industries has made the process of communication at work mechanical and complicated, leading to conflicts at work. Most of the time it has been noticed that the employees lack personal touch which makes the whole situation a bit complicated and affect the quality of work. By the application of Aristotle's Rhetorical theories the process of communication at industries can be improved and made effective. Ratan Singh Tata, the Chairman of Tata Group of Industries once said that good communication plays a vital role in holding all the employees together at work. The Rhetoric written by Aristotle describes the application of Rhetorical theories to refine the process of communication which allows the speaker to convey his message to his audience in a simple way so that he could understand it the best way. In industries as it involves so many complicated functions of machinery, it is necessary for the employees to know about the every minute detail of the machine he works with to avoid mishaps in future. In this paper I am trying to throw some light on how can the process of communication at Industries be polished and made effective with the application of Rhetorical theories. According to Aristotle, the art of using language effectively to persuade the audience that the ideas of the speaker are valid, is Rhetoric. Aristotle defines rhetoric as "the faculty of observing, in any given case, the available means of persuasion" (Rhetoric, Book 1, Chapter 2, 1355, lines 16-27). Persuasion is an important act which has to be developed by the personnel at industries because unless the employees are pursued the target accomplishment is not possible. This is because a target involves attending of multiple functions in a given period of time. Although Rhetoric encompasses many issues important to effective communication, this paper will focus on the three critical elements identified by Aristotle: ethos, logos, and pathos. Aristotle believed that Rhetoric is a practical art. It can be applied as a tool or device to extemporize the effectiveness of the communication. Rhetorical theories of communication have been effectively used in all fields ever since from ancient times. They are still being applied today in communication of various fields such as, Science, Public Speaking, Industrial Communication, Global Communication, Marketing etc. Though most of us believe that Rhetoric is mere using of ornamental and bombastic expressions, in reality it is not. Aristotle has contributed a lot to bring on the positive aspects of the theories of Rhetoric which can be applied to modern industrial communication. At industries a very complicated jobs will be taken over all the time. For the same they need to discuss about the pros and cons of the situation, then plan to execute job and allocate various activities involved in the accomplishment of the job. For the whole process to be effectively implemented the personnel need to communicate with at most exactness and accuracy. I believe that Aristotle's theory of Rhetoric can very well be engraved into modern industrial communication to percolate the accurate information about the kind of job and activities at work. Poor communication is an evergreen excuse for things that go wrong at industries. One has to pursue the employees many a time to make them realize the importance of work and according to Aristotle, the effective persuasion is possible with three APPEALS or three critical elements of Rhetoric. They are Logos, Ethos and Pathos.



**Figure: 01 Three Appeals of Rhetoric**

The personnel should be able to create logical reasoning, with his character, personality & experience and to extrapolate the feelings and emotions of the audience while communicating with his co-employees subsequently to bring the right impact on them. It is believed generally that Rhetoric is the art of mere persuasion but according to Aristotle it is an effectual tool to establish what is just and true. Several times it happens to the personnel to convince his employees with great difficulty about the values of his arguments in spite of his full knowledge on the job. He cannot leave his employees in doubt and especially in such cases it is essential that the speaker should establish credibility in the minds of the audience with his disposition and reasoning.

We use rhetoric whether we're conscious of it or not, but becoming conscious of how rhetoric works can transform the process of communication to its best level, making us more successful and able communicators as well as astute audiences. The very ordinariness of rhetoric is that making the audience to realize the situation the way the speaker has felt it.

## LITERATURE REVIEW

From the ages of yore to late 19<sup>th</sup> Century, the Rhetoric used to be a significant part of Western education to fulfill the needs of training of speakers and writers. It brings in impact on the minds of the audiences and motivates them to action with arguments the term Rhetoric is derived from the Greek word "Rhetorikos" which means "Oratorical".

Isocrates (436–338 BC) an ancient philosopher in his work *Antidosis* states, "We have come together and invented arts, but there is an institution devised by man which the power of speech has not helped us to establish." For Isocrates, it is through Rhetoric that we can approximate truth, but Plato (427–347 BC) the disciple of Socrates, disputes the notion that Rhetoric is the art of persuasion in discovering truth. Plato's student Aristotle (384–322 BC) in his work "The Art of Rhetoric" says "Rhetoric is the counterpart of dialectic that involves persuasion" [1] Gorgias (485–380 BC) who was a sophist says. "A successful rhetorician could speak convincingly on any topic, regardless of his experience in that field". This method suggested that Rhetoric could be a means of an effective communication in any field.

L. A. Richards (1893 - 1979) a modern rhetorician. In his work “The Philosophy of Rhetoric” he defines Rhetoric as a study of misunderstandings which arise due to the improper communication and its remedies.

Carl Hoyland a social psychologist adapts “Aristotle’s three means of persuasion namely, the character of the speaker, the emotional state of listener and Logos.” Kenneth Burke (1897 - 1993) asserted, “Humans use Rhetoric to resolve conflicts”. His approach has broadened the scope of Rhetoric. Among many scholars James Boyd White is a very famous modern rhetorician who has pursued Burke’s line of thought. In his book “When Words Lose their Meaning: Constitutions and Reconstitutions of Language, Character and Community” James Boyd White (1985) argues that “Culture is reconstructed through language. Just as language influences people, people influence language. Language is not rigid and its changes depend on the situation and the very usage of language is Rhetorical” [17]. Individuals engage in the process of Rhetoric even in the field of science and technology to pursue their audience to accept their findings.

Thus, many ancient and medieval scholars have limited Rhetoric to the specific realm, but the turn of the 20<sup>th</sup> Century brought a great revival in the study of Rhetoric. This revival of the study of Rhetoric occurred due to the growing importance in the field of language and persuasion. The rise of various Industries and mass media brought Rhetoric more prominently into people’s lives.

In his treatise on Rhetoric (360 B C – 334 B C), Aristotle defined Rhetoric as an act of observing systematically, the available means of persuasion in any given case. According to him (The Art of Rhetoric) Rhetoric deals with situations and circumstances with concrete background. Winetrowd says that Rhetoric impinges on all areas of human concern and it plays a large part in every method of learning and teaching as well. In his book Rhetoric, Aristotle expressed that Rhetoric is a tool of knowledge which can be applicable to any subject, from any universality of its basics to organized concepts. He recommended three important appeals of persuasion in the application of Rhetoric. In this present paper, I would like to throw some light on these three appeals of persuasion i.e. Logos (Logical appeal), Pathos (Emotions of the audience) & Ethos (Character of the speaker). Though each of these three appeals are separate, but can be combined judiciously to elicit maximum response from the audience of various fields.

## **OBJECTIVES**

I believe that the three persuasive appeals of Rhetoric can be employed in any field of language to add more weight and credibility to the expressions. Through this paper I would like to evaluate these three appeals of Rhetoric with respect to modern communication at industries.

Rhetoric is the art of using language with persuasion effect. It doesn’t mean to influence the audience with powerful words and expressions, but it aims to improve the facility of speakers and writers who try to inform, persuade and motivate the employees in specific situations at work. It provides heuristics for understanding, discovering and developing arguments for particular situations.

Why Rhetoric?

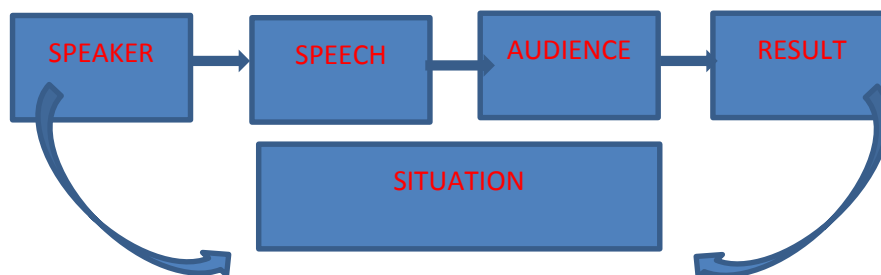
Firstly, it is a tool to pursue the cause of justice and the TRUTH. For this we can take the examples of the speeches of Ratan Tata (the chairman of Tata Group), Azim Premji (The chairman of Wipro Ltd) and Narayan Murthy (The Chairman of Infosys), who always tried to persuade their employees to realize the true working spirit and they were successful in their attempts. Their speeches have the perfect combination of all the three appeals of persuasion i.e. Logos, Ethos and Pathos.

Secondly, Rhetoric can be used to persuade the masses. It is not possible to persuade all human beings by means of logical or scientific approach. They need to be persuaded with more subtle way.

Lastly, Rhetoric is the most used tool to argue from both sides of an issue. This is a way to train people to identify the problem and be able to find solution as well. At debates and group discussions Rhetoric acts like a brilliant tool of judgment.

Logos, Ethos and Pathos are the intrinsic parts of Aristotle's Rhetoric. An ideal speech will be one with perfect and effective implementation of these three appeals of Rhetoric with a genuine ratio.

Before discussing the three appeals of Rhetoric let us understand Aristotle's model of communication.



**Figure: 02 Aristotle's Model of Communication**

Let us illustrate above diagram according to our modern communication needs of our industries.

**Speaker:** The General Manager, Power Plant

**Speech:** Importance of Safety During Maintenance of Turbine Generator

**Situation:** Annual Maintenance Shutdown of Turbine Generator of Thermal Power Plant

**Audience:** The employees of his department

**Result:** To build a safe working environment with effective working culture

During the interview sessions of senior executives conducted at Uttam Metallics Pvt Ltd, Wardha, as a part of my research work, I was told that it is an inevitable job for the executives to converse with effectiveness with the employees to make them understand the type of job they take up all the time. Sometimes it happens that they have to repeat and repeat with great patience about the job so that the employees would give productive results. So it is proved that

Aristotle's Model of Communication can be effectively implemented even in this electronic age. The current paper will focus on the three appeals identified by Aristotle's Logos, Ethos and Pathos.

## Logos

The English word Logic is derived from the Greek word Logos which means thoughts supported with reasoning actions. Logos is related with the message of the speaker. If a statement attempts to persuade the audiences with a reasonable claim and proof, we can say that the statement is a logical argument. Logos has a broader meaning than the word logic. Logos refers to any appeal to intellectual reason, based on logical proofs. These proofs come from assumptions derived from a collection of concrete facts and statistical data. The academic discourses rely only on Logos. The argument that is constructed on the basis of the Logos would bring long lasting impact on the memories of the audience as they provide statistical data which appeals directly to the intellectual reasoning. The principles of Logos depend on the statements of evidences, through which accurate conclusions can be drawn. As a Rhetor, one should gather clear, effective and genuine reasoning of evidence to put forth the logical arguments. The consistency of the information should get its support from facts, values, statistics, Mathematical calculations and objectives.

Logos is a tool used to convince the employees to realize the truth and even the employees can use the same tool to understand the hidden truth in the words of their managers.

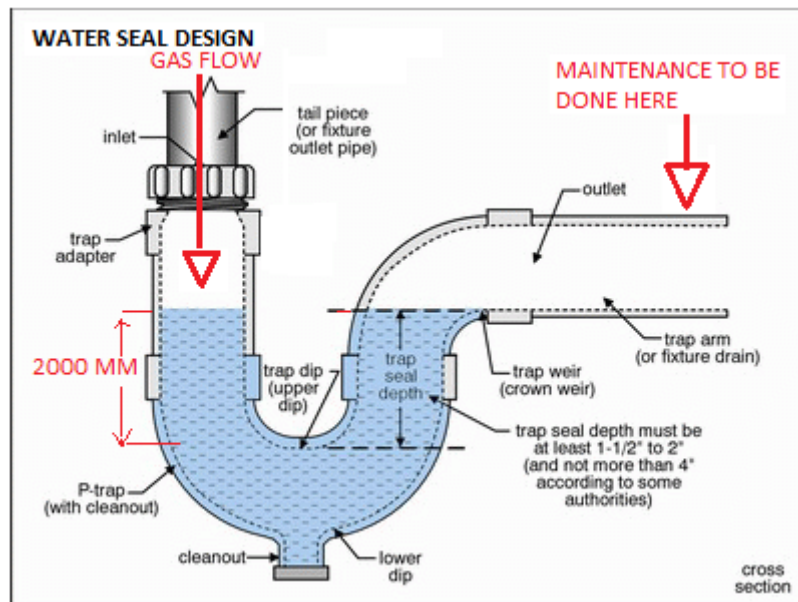
The tools of Logos are not absolutely related to Logic and Reasoning. It is necessary to combine Pathos and Ethos with Logos otherwise it may be difficult for the manager to go ahead with his argument. Hence it is the responsibility of the manager to use the right combination of these three appeals to bring in the right impact on the employees. To support the view point of Rhetor, it is necessary to maintain the balance of facts, reasons, statistics, examples and authoritative statements. A Rhetor must recognize the right method of reasoning and its limitations of that method.

Following is an extract of an interview conducted by me, as a part of my research, with the General Manager of a thermal power plant near Nagpur, Maharashtra State, India. He explained that the plant uses Coke Oven Gas (COG) as fuel for boilers. The COG gas is conveyed through huge pipes to the boilers. The piping and other equipment in the gas path needs frequent maintenance. COG is highly combustible gas. The pipe has U-shaped vertical loops at many places which are called water seals. Whenever there is a need for maintenance, water is filled in the U shaped loop pipes to stop flow of gas i.e. these loops are used as stop gates in the gas path. These are designed in such way that the water height inside the column will easily hold the pressure exerted by the COG gas. This is accomplished by keeping the length of the loop more than the pressure of gas measured in mmWC ('milli-meter WATER COLUMN'). The maximum gas pressure at this plant was 1000mmWC so the loop height is kept 2000mm so that the gas does not push the water out.

After giving a brief idea of the system the General Manager narrated one incident where by using simple logic he could convince the work force to take up the job, which otherwise was held up midway by workers due to fear of gas leak. The workers had observed some water splashing out when a section of pipe near outlet was removed for maintenance. They got panicked assuming that water seal will break and gas will leak out and stopped the work. Even the management was worried about the situation and did not understand how to convince them

that water seal is sufficiently designed and will not break and is safe to work. The General Manager of the plant requested all the members of the working team and the members of management to come to the meeting hall where he drew the diagram of the pipe on the board and explained.

The following figure explains the situation that involved in the job



**Figure: 03 Water Seal Diagram**

The discussion between the General Manager and the workers went as under:

GM: What is the pressure of gas?

Workers: 1000mmWC.

GM: What is mmWC?

Workers: Milli Meter water column.

GM: What do you understand?

Workers: It shows the capacity of gas to what extent can push the water column.

GM: To what extent 1000mmWC gas can push the water.

Workers: 1000mm.

GM: ok, what is the height of our water column?

Workers: 2000mm.

GM: Can our gas pressure push the water out.

All collectively in a single voice said "NO".

The GM took the opportunity to further enlighten them and went on to explain that the height (in milli meters) of the water level raised in the column is equal to the pressure exerted by the gas. That means if the COG gas exerts 1000 mm WC pressure, the water inside the loop would raise up to 1000 mm only. As the U shaped pipe loop has 2000 mm height unless the pressure of COG gas exceeds 2000 mmWC the water would not splash out of the pipe loop.

The work was restored and completed safely.

That is the power of Logos the first appeal of Aristotle's Rhetoric. If the speaker presents his side of argument logically, he can convince anybody easily.

## **Ethos**

In The Rhetoric, Ethos is a critical element without which it would not be functional. According to Aristotle, Ethos is defined as the credibility that the author establishes among his audience with his personality and character. It is the trust the manager should develop with his co-employees. It is a Greek word from which the English term ethic is derived. The meaning of Ethos here is different from our understanding of the word Ethical. Ethos is the audience perception of the speaker's credibility and authority over the subject he is speaking. When a speaker presents his thoughts in front of the audience they would definitely think that- why should they believe him? The credibility of the speaker towards the audience can be acquired through his Personality, Character, Intelligence, Virtue, Good will, Being Just, Being Sensitive etc. Ethos has two traits, physiological and intellectual. The first one is expressed with physical elements and the other one can be expressed with the power of language. Let us talk about the intellectual trait of the Ethos.

Intelligence can be acquired with subject knowledge. Right presentation of the subject includes the perfect combination of common sense and convincing ability. It is possible with simple but crisp expressions.

The speaker becomes believable by confessing his beliefs, Values, Priorities in connection with the subject. Good will can be achieved by projecting speakers concern and respect for the views and emotions of the audience on that particular subject. While presenting his views the speaker should always welcome his audience to speak about their ideas and opinions.

Personality and Character go hand in hand and they have to be groomed well. It is said that Personality and Character of the speaker are nothing but the right amalgamation of the above said elements of the credibility.

Ratan Tata, the Chairman of Tata Group of Industries has once said in an interview that the conduct of the seniors is essential to groom the working culture of the employees without which employee productivity will receive negative repercussions. People are emotion conductors. It is through language they confer their emotions to others. Hence we can say that language is an integral part of ongoing sequences of majority of functions at industries like, decision making, training, problem analysis, conflict and negotiation. All these activities involve extensive discussions and debates which need effective language. Here we need Rhetoric in the form of Ethos. One should use the "I" statements to make his side of discussion more powerful and influential. Narayan Murthy, the Chairman of Infosys always says, one should say what he thinks, without passing any judgments over the character of the listener.

For example, if someone disturbs you at meetings, you can simply say, "You are distracting the attention of people around.", but never say, " You are an attention seeker and have no care for others." The speaker should describe his feelings directly with simple gestures of actions and words. The listener would definitely respond positively with such kind of words of speaker.

The performance of the subordinates should always be praised with positive gestures which would boost up the working spirits of the employees. A small pat on the back would surely bring on good results at work. The speaker simply can say, "I enjoyed your presentation or I appreciate your presence of mind at work" would motivate the employee towards positive side



at work and can resolve many conflicts even at budding stage. I strongly believe that mere words cannot solve the problems all the time. Meanings rest in humans but not in their words. Hence it is necessary for the employees of all cadres to work on their ethos which would prove to be a powerful tool to carry the words in the process of communication.

The language stimulates individuals to provoke or to encourage both positive as well as negative reactions in the persons. It is the responsibility of the managers to bridge the gulf among the employees with good communication. With Rhetorical device Ethos, it becomes easy for the managers to influence the social behavior of his subordinates at work. It is the power of Ethos the speaker can make his audience listen to him convincingly.

### **Pathos**

The word Pathos is derived from the ancient word for suffering or experience. Pathos is the third persuasive appeal of Aristotle's Rhetoric but its meaning is different from our general understanding of the word Pathos. It describes the speaker's appeal to his audience's sense of emotions and their interests. Pathos means appealing to the audience by arousing their emotions. With the help of Pathos the speaker can get connected emotionally with his audience. According to Aristotle, "A man is by nature a political animal not simply because he possesses reason but also because he experiences emotions." Emotions of the individuals effectively influence their thinking stream. When Swami Vivekananda addressed the audience at religious meet held in America – MY SISTERS AND BROTHERS OF AMERICA, he received a significant applause from them and people still remember him because of his words as well as his deeds. According to me his speech is one of the best examples for Pathos. Emotions are powerful motivators to stimulate the hearts and minds of individuals to accept the claims of the speaker. Richard M Weaver a modern Rhetorician, claimed that Pathos is a God's term as well as a Devil's term. This is because Pathos is an emotional appeal of persuasion and emotions can be positive as well as negative. If not used intelligently by the speaker, Pathos may bring ill impact on the minds of the audience. Hence Pathos is called a double edged blade that has to be used with care. The very purpose of Pathos is to arouse either heed or disdain in the hearts of the audience according to the situation so that a profound influence can be ignited among the audience. The harshest of facts at industries should be communicated in a respectful and sensitive way.

But how to develop the skill of Pathos?

According to me there are some effective tools to improve the wise & wide use of Pathos in the process of communication at Industries.

- Choose the relevant topic and develop the points logically with suitable words and effective expressions.
- Incorporate examples and metaphors which will suit to the topic.
- Narrate stories related to the topic because stories induce profound influence on the minds of listeners.
- Add the spices of humor into your speech as it always gives a tinge of spark to the listeners to get connected with the speaker.

- Among all the five sensory organs, eyes are considered to be more powerful because they bring potential influence directly on the minds and hearts, hence use visuals or images related to the topic to percolate the real emotions among the audience.
- Along with the above tools of Pathos, an effectual presentation of the whole is essential for a good speech. body language, facial expressions, hands movement, vocal techniques etc. will add a great lot to the speech and bring the right result.

According to Henry Ford who was a leading American Industrialist and founder of the Ford Motor Company, a speaker's goal should be to create a shared emotional experience with his listeners. These emotions should be strategically connected with the elements of speech bringing the right impact on the minds of the audience.

For example, as a manager if you want to motivate your employee, you can say to him, "I know that You will make the right decision, because you have something that many people don't, you have heart."

Such kind of expressions are good examples for the application of the third appeal of Rhetoric, i.e. Pathos.

According to Aristotle, a Rhetor should pursue the audience with Pathos with great care. If he is successful in his attempt, he won't find any passive listener among his audience and would definitely motivate them the way he wants so that they can realize the intensity of TRUTH. This would bring productive results at industries.

Most of the time, communication at industries takes place in a noisy environment. The employees at work are already burdened with rumbling sounds of machines. In such environment transmission of information from one end to the other is little tough. Hence it is inevitably necessary for the employees and executives to cultivate effective communication skills so that the work efficiency won't get affected.

In general sense communication at industries takes place in a variety of contexts, like intrapersonal, interpersonal, group, organizational, public, mass, global, intercultural etc. Whatever the context may be the only motto to have effective communication would be to train and motivate the employees so that they develop a credibility over their management. This would yield good and positive results at work. With the three appeals of Rhetoric the skills of communication can be used in analyzing the problems and diffusing the conflicts. Even in the field of marketing Rhetorical device can be proved to be effective.

#### CONCLUSION:

Aristotle's Rhetorical appeals are like old gems. They can be incorporated into any jewel at any time. The three persuasive appeals of Aristotle's Rhetoric can be used in any field where language is used because of its versatility, provided it has to be remembered that all the three appeals of Rhetoric (Logos, Ethos & Pathos) are equally important. The ideal ratio of all the three persuasive appeals of Rhetoric to be employed according to the situation to make the audience realize the Truth. With the help of Rhetorical approach the communication at industries can be improved the best way. The industrial communication is an omnipresent phenomena where Aristotle's ancient literary tool is still applicable to our modern times.

**REFERENCES**

- Aristotle (384-322 BC) “ The Art of Rhetoric”
- Bailey, Dudley (1965)” Essay on Rhetoric” New York City: Oxford University
- Baird, Craig (1965) “ Rhetoric: A Philosophical Inquiry”. New York City: Roland
- Bolles, Robert C (1967).” Theory of Motivation” New York City: Harper & Row
- Booth, Wayne C(2004) “The Rhetoric of RHETORIC : The Quest for Effective Communication” New Jersey: Blackwell
- Braden, Waldo W, & Earnest Bradenburg (1955) “ Oral Decision Making” New York City: Harper
- Campbell, George (1776)” Philosophy of Rhetoric” London: Edinburgh,.
- Cannolly, Francis (1953)” A Rhetoric case Book” New York City: Fordham University
- Catwright, Desmond S(1974) “Introduction to Personality” Illinois: Rand McNally
- Cockcroft, Robert, & Susan Cockcroft(2005) “Persuading People : An Introduction to Rhetoric” Basington: Palgrave Macmillan
- Corder, Jim W(1965) “ Rhetoric : A Text-Reader on Language and Its Uses” New York City: Random House
- Corder, Jim W, &Lylle Kendall(1962) “ A College Rhetoric”. New York City: Random House
- Denny, Richard (2009)” Communicate to Win” London: Kogan Page
- D. Madhavi Latha Murthy, Dr. Madhumita Ghosal : “A Study on Aristotile’s Rhetoric”  
Research Journal of English Language and Literature, Volume 2. Issue. 4. 2014
- Eysenck H J(1953) “The Structure of Human Personality” London: Methuen
- Feldman, Daniel A(2002) “ Strategies for Decision Making” Washington: Crisp
- Horner, Bryan W.(1990) “The Present State of Scholarship in Historic & Contemporary Rhetoric” Columbia: University of Missouri
- James Boyd White (1985) “ When Words Lose their meaning: Constitutions and Reconstitutions of Language, Character and Community” University of Chicago Press
- Jordan, John E(2005) “ Using Rhetoric” New York City: Harper & Row
- Kainz, Howard P (1988) “Ethics in Context : Towards the Definition & Differentiation of the Morally Good” London: Macmillan
- Kunda C L (1989) “Personality Development” New Delhi: Streling
- Lannon, John M.(2005)” Technical Communication” London: Longman
- Leith, Dick, & George Myerson(1989) “The Power of Address : Explorations in Rhetoric”  
London: Routledge
- Lillie, William (1948) “An Introduction to Ethics” London: Methuen
- Lucaity, John L, Celeste M Condit, & Sally Caudill (1999) “Contemporary Rhetorical Theory : A Reader” London: Guilford
- Morea, Peter C. Guidance (1972)”Selection &Training : Ideas & Application” London: Routledge
- Olemsted, Wendy (2008) “Rhetoric : Historical Introduction” New Jersey: John Wiley & Sons
- Ronel Rensburg (2013 - 14) “ Aristotle’s Rhetoric Applied to Modern Business Communication”