

BUSINESS COMMUNICATION

M.B.A. First Year

Semester – I, Paper-V

Lesson Writers

Prof. S.Anitha Devi

Professor,
TJPS College, Guntur.

Dr. B.V.H.Kameswara Sastry

Asst. Professor, Dept. of Commerce
TJPS College, Guntur.

Dr. N.Ratna Kishor,

Asst. Professor, Dept. of Commerce
& Business Administration,,
Acharya Nagarjuna University

Dr. K. Naga Sundari

Head. Dept. of MBA,
Maris Stella College,
Vijayawada.

Lesson Writer & Editor:

Prof. D.V.Ramana

Professor (Retd.)
Dept. of Management Studies,
SV University, Tirupathi.

Director,I/c

Prof. V.VENKATESWARLU

MA., M.P.S., M.S.W., M.Phil., Ph.D.

CENTRE FOR DISTANCE EDUCATION

ACHARAYANAGARJUNAUNIVERSITY

NAGARJUNANAGAR – 522510

**Ph:0863-2346222,2346208,
0863-2346259(Study Material)**

Website: www.anucde.info

e-mail:anucdedirector@gmail.com

M.B.A. – Business Communication

First Edition 2025

No. of Copies :

©Acharya Nagarjuna University

This book is exclusively prepared for the use of students of M.B.A.Centre for Distance Education, Acharya Nagarjuna University and this book is meant for limited Circulation only.

Published by:

Prof. V.VENKATESWARLU,

Director I/C

**Centre for Distance Education,
Acharya Nagarjuna University**

Printed at:

FOREWORD

Since its establishment in 1976, Acharya Nagarjuna University has been forging ahead in the path of progress and dynamism, offering a variety of courses and research contributions. I am extremely happy that by gaining 'A+' grade from the NAAC in the year 2024, Acharya Nagarjuna University is offering educational opportunities at the UG, PG levels apart from research degrees to students from over 221 affiliated colleges spread over the two districts of Guntur and Prakasam.

The University has also started the Centre for Distance Education in 2003-04 with the aim of taking higher education to the doorstep of all the sectors of the society. The centre will be a great help to those who cannot join in colleges, those who cannot afford the exorbitant fees as regular students, and even to housewives desirous of pursuing higher studies. Acharya Nagarjuna University has started offering B.Sc., B.A., B.B.A., and B.Com courses at the Degree level and M.A., M.Com., M.Sc., M.B.A., and L.L.M., courses at the PG level from the academic year 2003-2004 onwards.

To facilitate easier understanding by students studying through the distance mode, these self-instruction materials have been prepared by eminent and experienced teachers. The lessons have been drafted with great care and expertise in the stipulated time by these teachers. Constructive ideas and scholarly suggestions are welcome from students and teachers involved respectively. Such ideas will be incorporated for the greater efficacy of this distance mode of education. For clarification of doubts and feedback, weekly classes and contact classes will be arranged at the UG and PG levels respectively.

It is my aim that students getting higher education through the Centre for Distance Education should improve their qualification, have better employment opportunities and in turn be part of country's progress. It is my fond desire that in the years to come, the Centre for Distance Education will go from strength to strength in the form of new courses and by catering to larger number of people. My congratulations to all the Directors, Academic Coordinators, Editors and Lesson-writers of the Centre who have helped in these endeavors.

Prof. K. Gangadhara Rao

*M.Tech., Ph.D.,
Vice-Chancellor I/c
Acharya Nagarjuna University*

M.B.A. – Syllabus
SEMESTER-I
105EM24: Business Communication

Course Out comes:

On successful completion of the course the learner will be able to:

- To provide an overview of Prerequisites to Business Communication.
- To provide an outline to effective Organisational Communication.
- To underline the nuances of Business communication and
- To impart the correct practices of the strategies of Effective Business writing.

Unit-I:

Business communication as one of the managerial skills. Communication: Meaning, definition, process, functions, objectives and importance of communication - essential elements of effective communication - communication barriers - overcoming communication barriers - Significance of communication to managers.

Unit-II:

Media of Communication: Verbal & non-verbal. Oral communication: Forms - advantages and limitations. Written communication: Forms - advantages and limitations. Non-verbal communication: Forms & importance of non-verbal communication -measures to improve non-verbal communication.

Unit-III:

Channels of Communication: Formal and informal -barriers to formal and informal communication - steps to improve the effectiveness of formal and informal communication -7C's of Communication.

Unit-IV:

Listening: importance, barriers and the principles of good listening-guidelines for effective listening -the art of listening. Presentation: Oral and written -steps in presentation - guidelines for successful presentation.

Unit-V:

Report writing: Procedure and guidelines for effective report writing. Letters - Memos -Circulars -Notices –House Journals. Negotiation: Meaning and process of negotiation - essential skills of negotiation-art of negotiation-measures to improve negotiation skills among managers.

Reference Books:

1. I.C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
2. Urmila Rani and S.M.Roy, Business Communication, Himalaya Publishing House, Mumbai.
3. Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.

4. R.K. Madhukar, Business Communication, SAGE Publications.
5. Business and professional Communication, Texas A and m. Sage Publications
6. The Basics of Communication, Steve Duck, Sage Publications
7. Professional Speaking Skills, Aruna koneru, Oxford University Press
8. English Grammar, Rajeevan Karat, Oxford University Press
9. Spoken English, Sabina Pillai,Oxford University Press

CODE: 105EM24

M.Sc DEGREE EXAMINATION
First Semester
M.B.A.:Paper V – Business Communication

MODEL QUESTION PAPER

Time : Three hours

Maximum : 70 marks

Section –A

5X3=15 M

Answer Any FIVE of the following

1. a) Communication
b) Importance of communication
c) Verbal Communication
d) Forms of non-verbal Communication
e) Formal Communication
f) Barriers to Informal communication
g) Listening
h) Art of Listening
i) Memos
j) Negotiation

Section –B

5X8=40 M

Answer the following questions

2. a) What is Business Communication? Explain the functions of Business Communication
(OR)
b) What is Communication barrier? How to overcome the barriers.
3. a) What is Media of Communication? Explain about the Oral communication.
(OR)
b) Explain the merits and demerits of Written Communication.
4. a) What is Formal communication? Explain the importance and elements of formal Communication
(OR)
b) What are the steps to improve the effectiveness of formal and informal communication
5. a) Explain the barriers and the principles of good listening
(OR)
b) What are the guidelines for successful presentation .
6. a) What is Report writing? Explain the procedure and guidelines or effective reporting writing.
(OR)
b) What is meaning and process of negotiation and explain the essential skills of negotiation

Section –C
(Compulsory)

1X15=15 M

7. Case Study

A German junior executive, Michael, working in a computer graphics company, was unaware that he was making his team angry. They thought he behaved arrogantly and he seemed to think he was better than they were. He was up for a promotion, but unfortunately no one wanted to work with him, nor recommend him.

That's when the company called the manager to see whether Michael was even aware of the feelings of his team. When the manager talked to him, he didn't understand why people around him weren't as friendly as he expected them to be. So, the manager first had to identify the inconsistencies in the communicative patterns of Michael and what attitudes he showed and why he was annoying people in order that corrective measures can be taken.

Question:

Imagine that you are the manager and present how you would see that Michael improves his communication.

CONTENTS

S.NO.	LESSON	PAGES
1.	Basics of Communication	1.1 – 1.7
2.	Models and Processes in Communication	2.1 – 2.7
3.	Functions and Importance of Communication	3.1 – 3.9
4.	Communication Barriers – Overcoming Strategies	4.1 – 4.12
5.	Verbal Communication	5.1 – 5.6
6.	Written Communication	6.1 – 6.9
7.	Non Verbal Communication	7.1 – 7.10
8.	Formal Communication	8.1 – 8.10
9.	Informal Communication	9.1 – 9.7
10.	Listening - Introduction	10.1 – 10.13
11.	Guidelines for Effective Listening	11.1– 11.3
12.	Presentation	12.1 – 12.8
13.	Report Writing and Business Communication	13.1 – 13.13

LESSON-1

BASICS OF COMMUNICATION

OBJECTIVES:

This Lesson is aimed at:

- Making you understand the basics in communication
- Sensitizing the importance of language
- Introducing the reader to Verbal and Non-Verbal skills in communication
- Providing the importance of reading and listening skills in communication
- Making the reader aware of taking notes and reporting for communication

STRUCTURE:

- 1.1. Unit Introduction**
- 1.2. Definition of communication**
- 1.3. Importance of communication in business**
- 1.4. Purpose of Communication**
- 1.5. Process of Communication**
- 1.6. Scope and Importance of Communication**
- 1.7. Case study**
- 1.8. Summary**
- 1.9. Technical terms**
- 1.10. Self Assessment Questions**
- 1.11. Suggested readings**

1.1. INTRODUCTION:

This Unit introduces the reader to the basics of communication without digging deeper into the concept. There is step wise transition in conceptual delivery for easy comprehension of the concept by the readers. The process of communication is a gradually evolving concept.

The original pillars of the process however, has remained the same. We have to understand the importance of language, the verbal and non-verbal aspects of communication, the art of reading, the art of listening and much more before we embark on our journey to understand communication.

1.2. DEFINITION OF COMMUNICATION:

Human beings are accepted as social beings and hence the need to connect, to transfer information, to comprehend that and to act becomes an inevitable activity in daily life. Often ideas emerge in us, and we start thinking of an effective way to express that. We don't bother to look into the complexity of the process as long as it is functional. The word communication

is indeed hold much deeper meaning inside. Keith Davis has defined communication as information transfer between persons. The transfer could be of ideas, factual information, moral values, thoughts etc. The whole process works as soon as the two parties on either side is convinced of the transfer of information and the subsequent understanding of the information.

As long as a person wants to keep his thoughts, ideas, facts and information to himself or herself, the need to communicate does not arise. However, it is almost impossible to make the ideas, thoughts and information known to others without communication.

1.3. IMPORTANCE OF COMMUNICATION IN BUSINESS:

Communication assumes many a role in the human society. As we observe from day to day use, communication is used for passing instructions and information, teaching and learning etc. Under the purview of business, communication plays some specific roles more importantly than others in general. The following uses of communication can be considered as being important for business.

- For training exercises- Communication is vital for imparting effective training to new recruits as well as refreshing skills of employees.
- Flow of information-The understanding of the process of communication proves important for controlling and administering flow of information across an organization in horizontal as well as vertical direction. The information about assignment of tasks, policy changes, notifications need to flow effectively throughout.
- Performance evaluation- Communication acts as a tool for evaluating the contribution of individuals and teams to the fulfilment of organizational goals.
- Directing employees- The individual employees or departments as a whole are directed through communication. The successful implementation of event he minute objectives need effective communication of directions.
- Motivation- Effective motivation can be provided through right communication. Monetary and non-monetary incentives need to be explained properly for achieving intended motivational objectives.
- Branding and public image- The importance of corporate sustainability and the long-lasting effect of branding on consumer loyalty has been established by multiple research studies. Thus communication is an important element in branding be it a virtual intangible image, or an attractive poster put up in a city.

1.4. PURPOSE OF COMMUNICATION:

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

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

For information: The purposes or function of communication in an organization is to inform the individual or group about the particular task or company policies and procedures etc. Top management informs policies to the lower level through the middle level. In turn, the

lower level informs the top level the reaction through the middle level. Information can flow vertically, horizontally and diagonally across the organization. Becoming informed or inform others is the main purpose of communication.

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

For direction: Communication is necessary to issue directions by the top management or manager to the lower level. Employee can perform better when he is directed by his senior. Directing others may be communicated either orally or in writing. An order may be common order, request order or implied order.

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

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

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

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

1.5 THE PROCESS OF COMMUNICATION AND ITS COMPONENTS:

Everything complex can be broken down into simpler parts that can be placed in a logical sequence for understanding the process of how it happens. The process of communication is no different. We shall introduce you to the components of the communication process simultaneously laying out the concept of the process. The various components of the communication process are:

- **Sender:** Also known as the transmitter, is the one component who starts the process.
- **The Message:** The very idea, concept, fact, information, thought, instruction etc. that the sender wants to transmit, convey, express or dispatch is known as the message.
- **Encoding:** This is the part where the sender arranges the information that he/she wants to transmit in a form that is presumably comprehensible for the receiver of the message.
- **The Channel:** Every communication requires a medium for transfer of a message. You may refer it to be the road that connects the sender and the receiver.
- **Receiver:** This is quite simply the receiver of the message. The message is intended for the

receiver. Thus, it is very important to understand the receiver and to frame the message in a way that the receiver understands.

- **Decoding:** As every person is different in their own way, messages received are received, analyzed and understood in different ways by different people. The way a person rearranges the information contained in a message for his/her own understanding is called decoding.
- **Feedback mechanism:** Feedback is also significant without which it is difficult to conclude if the receiver has understood the message in the way that the sender intended. The reactions and responses of receivers are known as feedback in the communication process.
-

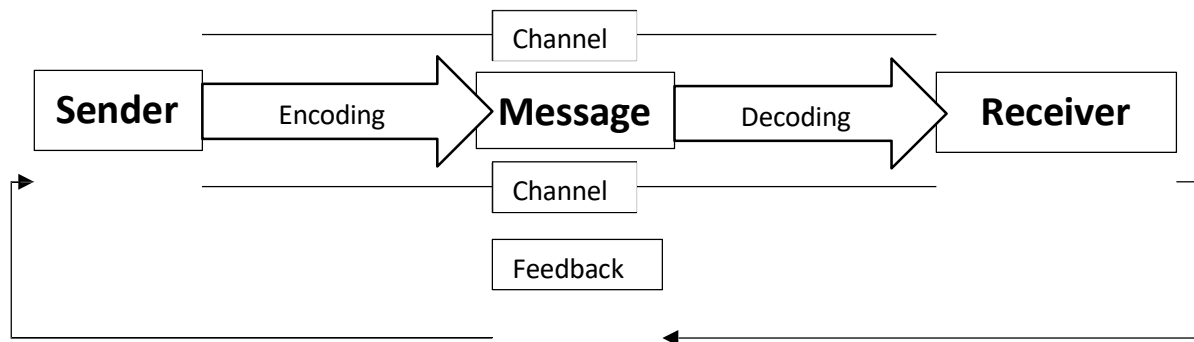


Fig.1: Process of communication

1.6 SCOPE AND IMPORTANCE OF BUSINESS COMMUNICATION:

Business communication is a process where business related information, message, news, etc. are exchanged among buyers, sellers, producers, suppliers, competitors, government agencies etc. Business communication is essential to perform management functions and to ensure organizational success.

1.7.1. Scope of business communication

Scope of business communication means the normal functioning area of this subject. Since communication is essential in every sphere of human life, its scope is wide and pervasive. From cradle to grave, human beings are somehow engaged in communication. No one can pass even a day without communication. Similarly, an organisation cannot function without business communication.

The following is the scope of business communication:

1. Communication in business activities: In this post-modern age, we cannot think of business without communication. Communication is the lifeblood of business as it provides necessary information in formulating business plans and policies. It also ensures effective performance of business activities like production, distribution, finance, warehousing etc. Thus, ultimate success of the business depends on successful communication.

2. Communication in management: Management is the means of achieving organizational goals. Efficiency and effectiveness of management depend on effective communication with the various internal and external parties. Every function of management depends on communication. In fact, without information plans cannot be formulated, activities cannot be organized, directives cannot be issued and control cannot be ensured.

3. Communication in industrial relations: Industrial relation means a labor management relationship in the industry or in an organization. Congenial industrial relation is a precondition

for business success. On the other hand, free and fair communication is a pre-requisite for creating good industrial relation. Free flow of information lessens doubt, confusion and controversies between workers and management. As a result, harmonious relationship develops in the organization.

4.Communication in Decision Making: Managers have to take decisions on various issues daily. Proper information is vital to make perfect decision and Communication plays pivotal role here by supplying relevant information.

5. Communication in international relations: This is the age of globalization and due to tremendous development in communication; the entire world is viewed as a single village (global village). Changes are taking place all over the world and in order to cope with the latest developments of the every organization is expected to communicate with different quarters very rapidly. The diplomatic, economic and trade relations between and among nations in the international arena are based on effective and efficient Business Communication.

6. Communication in Publicity: In this world of information, every organization is keen to advertise itself through some distinctive ways. By Communicating with concerned parties an organization does publicity also.

7. Communication in cross-cultural environment: Business environment has widened its perspectives. And now people of various cultures are working in an organisation giving scope for people to work and communicate in a cross- cultural environment.

8.Communication in media: Business is closely connected to the media. Media is used to inform people about the business, the product or the services offered. This is done through newspaper, TV, radio, or social media. Thus, business communication has scope in this sector while dealing in advertising, media planning and marketing.

Communication is the successful transfer of intended message from the sender to the receiver. Business sustenance needs good communication as it helps integrate the various departments and functions, build a public image, establish a brand and pass information across the organization. The important parts of a communication process are sender, receiver, message, channel, feedback, encoding and decoding. There are various ways in which communication can be done. Some of these fall under formal and some others fall under informal communication. Although both have merits and demerits respectively, each one has a purpose of existence important for the business. Successful communication is often obstructed by various barriers that may take the form of semantic, physical, sociological, psychological and environmental barriers.

1.7 CASE STUDY:

John is a 27-year old who is a foodservice manager at a casual dining restaurant. He is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language.

John is Safe Serve® certified and tries his best to keep up with food safety issues in the kitchen but he admits it's not easy. Employees receive "on the job training" about food safety

basics (for example, appropriate hygiene and handwashing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed and some new employees are put right into the job without training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of John in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional costs for training and making sure food is handled safely.

One day John comes to work and is rather upset even before he steps into the restaurant. Things haven't been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. John is frustrated and doesn't know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety. He has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: **"KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN"**.

All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.

Questions:

1. What are the communication challenges and barriers John is facing? Suggest solutions.
2. What are some ways John could use effective communication as a motivator for employees to follow safe food handling practices?

1.8 SUMMARY:

Communication assumes many a role in the human society. As we observe from day to day use, communication is used for passing instructions and information, teaching and learning etc. Under the purview of business, communication plays some specific roles more importantly than others in general. The following uses of communication can be considered as being important for business. Communication helps to make people acquainted with the co-employees, superior and with the policies, objectives, rules and regulations of the organization. Everything complex can be broken down into simpler parts that can be placed in a logical sequence for understanding the process of how it happens. The process of communication is no different. We shall introduce you to the components of the communication process simultaneously laying out the concept of the process.

1.9 TECHNICAL TERMS:

1. **Encoding:** The process of converting ideas into a form that can be understood by a receiver.
2. **Channel:** The method or medium used to transmit a message from a sender to a receiver
3. **Decoding:** The process of interpreting a message that's been encoded by a sender
4. **Feedback:** The response a recipient gives to a sender's message

1.10 SELF ASSESSMENT QUESTIONS:

1. What do you mean by communication?
2. Why is communication important for business?
3. Explain the components of communication process? Explain the process of communication?
4. What are common forms of communication?
5. What are barriers to communication?

1.11 SUGGESTED READINGS:

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
- 4) R. K. Madhukar, Business Communication, SAGE Publications.
- 5) Business and professional Communication, Texas Aandm. Sage Publications
- 6) The Basics of Communication, Steve Duck, Sage Publications
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press
- 8) English Grammar, Rajeevan Karal, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press

Dr BVH Kameswara Sastry

LESSON- 2

MODELS AND PROCESSES IN COMMUNICATION

OBJECTIVES:

This Lesson is aimed at:

- Making you understand the meaning of models
- Introducing readers to the various notable models in the field of communication
- Stating the various types of models in communication

STRUCTURE:

- 2.1. Introduction**
- 2.2. Models of communication and their types**
- 2.3. Aristotle's model of communication**
- 2.4. Harold Lasswell Model of Communication (1948)**
- 2.5. Shannon and Weaver's model of communication (1949)**
- 2.6. Theodore M Newcomb's model of communication (1953)**
- 2.7. Wilbur Schramm & Osgood Model of Communication (1954)**
- 2.8. George Gerbner Model of Communication (1956)**
- 2.9. Westley & Maclean's Model (1957)**
- 2.10. David Berlo Model of Communication (1960)**
- 2.11. Dance's Helix Model (1967)**
- 2.12. Davis Foulger (2004)**
- 2.13. Summary**
- 2.14. Technical terms**
- 2.15. Self Assessment Questions**
- 2.16. Suggested readings**

2.1 INTRODUCTION:

This Lesson specifically states the various models in communication as proposed by scholars in an evolutionary manner. The models of communication help us understand the process of communication from multiple perspectives. As the models evolve they move from being only linear to complex designs that ultimately aim at effective communication. The impact of factors and the sub processes inside need a deeper understanding before we move towards the types of communication.

2.2. MODELS OF COMMUNICATION AND THEIR TYPES:

A model is a schematic representation of a proposed or established theory. Models are more graphical in nature than written literature. As introduced in Lesson 1, the components of communication process interplay to produce varied results. Hence, an understanding of the dynamics of communication is necessary. Models in communication are of different types viz. linear, interactive and transactional. The linear models explain communication as a straight line process that lacks an immediate feedback mechanism. According to such models communication is on-way only. In later years, interactive models were proposed to define the communication process. Feedback was incorporated into these models leading to interactions between senders and receivers. The interactive models also had a drawback of confirmation based feedbacks. The dynamic nature of communication could not be defined by such models.

The transactional models are the latest in line that define communication processes as being continuous. The relation between various process elements are well explained in transactional models. A notable addition in such models is the study of individual factors of people that influence the entire process. These factors are previous experiences, perception, attitude, beliefs and values of people involved in communication. We shall now attempt to understand the various models presented in an evolutionary manner in the following sections.

2.3. ARISTOTLE'S MODEL OF COMMUNICATION:

The models of communication can be traced back to the time of Aristotle. Aristotle's model primarily laid emphasis on mass communication than between peers. This model served the purpose of influencing the receiver of the message. As the matter is of influencing, hence it was utterly important to organize a message that was attractive as well as convincing at the same time. The active sender is dominant over the passive receivers in this model. Aristotle's model consisted of the Speaker, the Speech and the Audience. The proponent had a belief that messages must undergo modification as per the concerned audience, its presumed effect and the time of delivery.

2.4. HAROLD LASSWELL MODEL OF COMMUNICATION (1948):

Lasswell introduced the concept of channel or medium into the already existing and accepted model of Aristotle. While Aristotle paid greater attention to the speaker (now referred to as a sender), Lasswell thought of messages as being more important. Lasswell defined the process of communication by answering a few specific questions framed by himself, viz. Who? Says What? In which channel? To whom? With what effect?. The model so proposed has been presented in fig. 1 below:

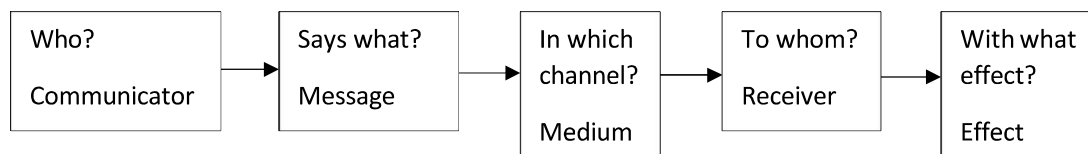


Fig. 1: Laswell's Model of Communication

2.5. SHANNON AND WEAVER'S MODEL OF COMMUNICATION (1949):

Calude Shannon and Warren Weaver are well known for this model. Just like the predecessors, this model was also a linear model. This was the first model to include some technical information developing communication models further. This model holds that messages are identified easily but interpretation is not that simple. The concept of noise as a disruptive agent was introduced in this model. Contemporary experts believe that applicability of Shannon and Weaver model is limited to specific cases than in universal situations. The one directional flow of message in a channel proposed by this model along with the assumption of information being intact, is in contrast to practical real world scenario.

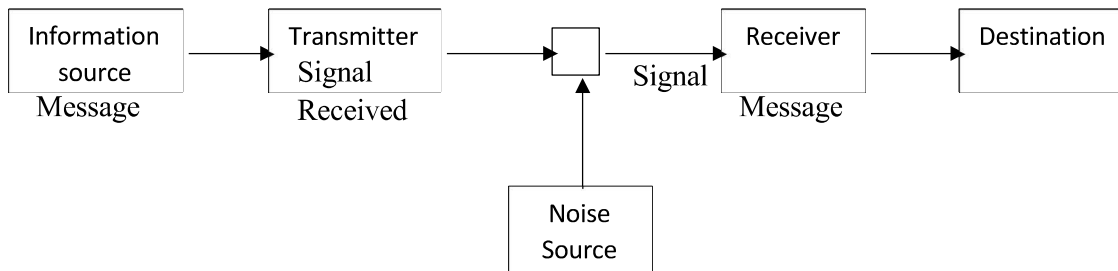


Fig.2: Shannon & Weaver's Model of Communication

2.6. THEODORE M. NEWCOMB'S MODEL OF COMMUNICATION (1953):

Theodore looked at communication as a social system that helps maintain relationship in the society. The concept of message has been absorbed in the flow of communication and not defined as a separate entity. This model is also referred to as an A-B-X model owing to its structure as given below:

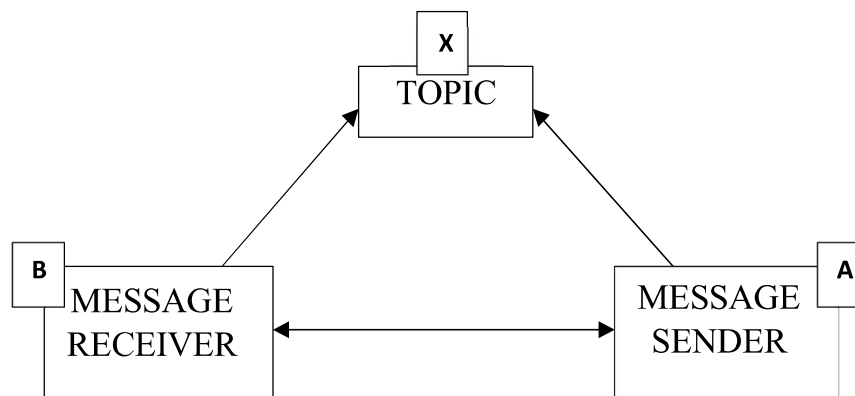


Fig. 3: Newcomb's model of communication

The social purpose for communication is highly emphasized in this model.

2.7. WILBUR SCHRAMM & OSGOOD MODEL OF COMMUNICATION (1954):

Schramm and Osgood came up with a different conceptual understanding of the process of communication. They suggested communication to be a dynamic and circular process without any end-point. In this model, sender and receiver have not been distinguished as being separate. Instead, it explains that the sender and receiver acts as interpreter that interchanging roles with one another as feedback is continuous in such a system. Similarly, the functions of encoding and decoding are also practiced by both parties communicating as and when needed.

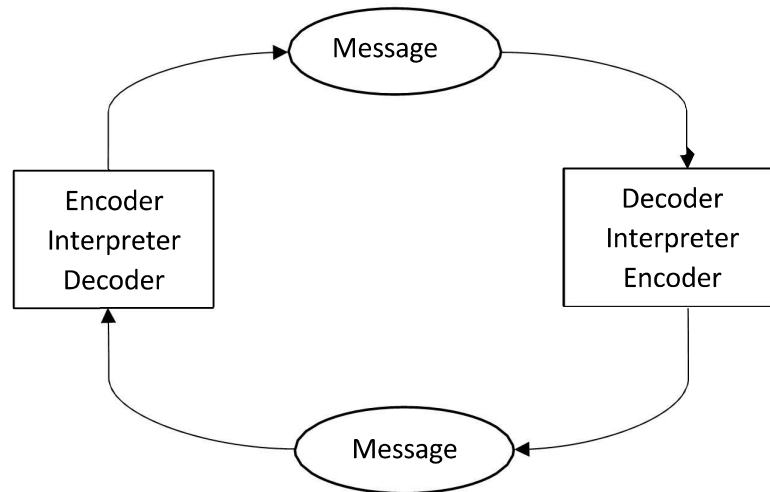


Fig.4: Schramm & Osgood Model of Communication

2.8. GEORGE GERBNER MODEL OF COMMUNICATION (1956):

The focus of this model is the continuously changing nature of communication and the factors that affect its reliability. The proposed model was aimed at generalization all kinds of communication without concentrating on specific situations. Gerbner refers to an event (E) as the primary source of information. M is any man or machine that observes the event (E). The entire event is not understood by M in most cases. So, M will try to derive an essential part of the event as E1, based on his/her perceptual dimension (perception, context and availability). M is now ready to transmit. M chooses a channel (means) to transmit a newly organized message (E2) meant for others. The transmitting of message E2 from M depends on M's means and control dimension (i.e. skills and control over the use of the channel). The next audience becomes M1 and hence the process continues.

2.9. WESTLEY & MACLEAN'S MODEL (1957):

The model proposed by Westley and Maclean says that communication is not essentially initiated by someone's talk. Communication starts as soon as the need arises to do so upon any kind of change in the environment. The response to change in surroundings is also selective in nature.

2.10. DAVID BERLO MODEL OF COMMUNICATION (1960):

The relationship between the sender and the receiver is explored in this model. Encoding and decoding depends highly on the skills of the sender and receiver. Commonly referred to as the SMCR model, the Berlo model consists of four major parts with respective sub parts. S stands for source, the originator of the message. The source consists of communication skills, attitudes, knowledge, social system, culture and encoding skills as sub parts. M stands for Message, the information or matter to be transferred. Message in turn comprises of content, structure, elements, treatment and code. C stands for Channel and it includes the hearing, seeing, touching, smelling and seeing as an individual medium or a combination of these. R stands for Receiver, who decodes and receives the message. The same sub elements as mentioned for Sender is also necessary for the receiver for effective communication to take place. The drawbacks of the SCMR model includes the lack of feedback and noise barriers. The use of sixth sense as a medium is ignored in this model.

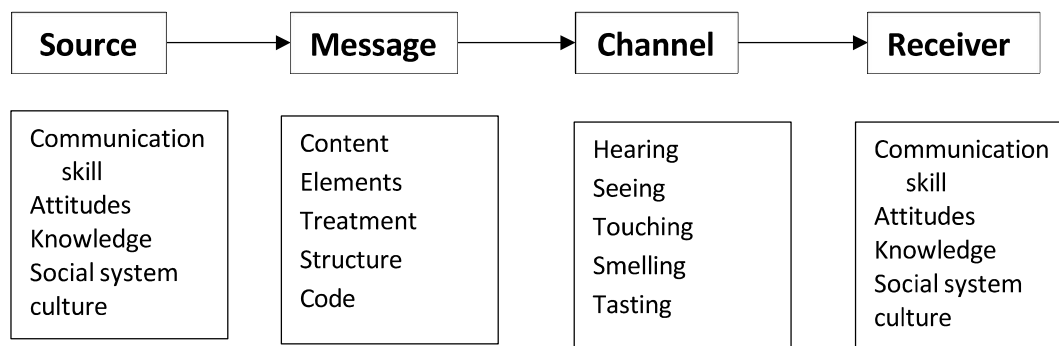


Fig.5: Berlo Model of Communication

2.11. DANCE'S HELIX MODEL (1967):

Frank Dance explains the process of communication through a three dimensional helical shape that looks like a funnel. The bottom of the helix is smaller when compared to the top. The bottom represents the starting of the process. As it moves upward, it forms bigger circles and moves in a helical fashion with the expansion of audience. There is greater sharing of information in the upper levels. The element of time in communication is mentioned for the first time in this model.

2.12. DAVIS FOULGER'S MODEL (2004):

This model is an elaboration of Lasswell's linear communication process. Drawing from the earlier essence of relationships, some general relationships are established between people, messages, language and media. Communicating people are referred as creators and consumers in this model. The use of language for constructing messages are specified. A total of ten relationships are summarized in the model. However, further derivation of relationships is possible by newer intersections. Quite simply, communication is a process that happens between creators and consumers where messages built using languages are transferred within media.

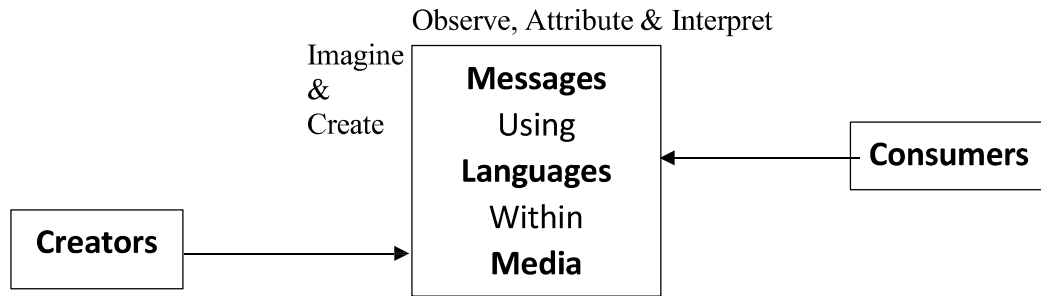


Fig.6: Davis Foulger's Model

2.13. SUMMARY:

The process of communication can be better understood by learning the models developed to describe the process. The models can be categorized as being linear, interactive and transactional in nature depending on the flow inside the process. Aristotle was the first to propose a model for the process of communication. As time passed by newer elements like noise, relationships, medium, purpose, social system, senses, individual personality etc. were added to the linear simple model involving sender, message and receiver.

2.14 TECHNICAL TERMS:

1. **Communication model:** Visual representation of Communication process to understand how information is shared and interpreted between individuals and groups.
2. **Linear Communication model:** Flow of information in a one way
3. **Interactive Communication model:** Flow of information in both ways
4. **Transactional Communication model:** Communication as a continuous and simultaneous process.

2.15 SELF ASSESSMENT QUESTIONS:

1. What are the types of models proposed to describe the process of communication?
2. State and explain any five significant models of communication.
3. What are interactive models in communication?
4. Explain the Lasswell's model of communication.
5. Explain the Shannon and Weaver's model of communication.
6. Explain Schramm's model of communication.
7. Explain Foulger's model of communication.
8. Explain Gerbner's model of communication.
9. Explain Berlo's model of communication.
10. Which model introduced the concept of feedback in communication?

2.16 SUGGESTED READINGS:

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.

- 4) R. K. Madhukar, Business Communication, SAGE Publications.
- 5) Business and professional Communication, Texas Aandm. Sage Publications
- 6) The Basics of Communication, Steve Duck, Sage Publications
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press
- 8) English Grammar, Rajeevan Karal, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press

Dr. B.V.H. kameswara Sastry

LESSON- 3

FUNCTIONS AND IMPORTANCE OF COMMUNICATION

OBJECTIVES:

This Lesson is aimed at:

- Making you understand the functions and importance of communication
- Sensitizing the Technology in Business Communication
- Introducing the role of the manager in effective business communications
- Providing the key areas of communication in Management.

STRUCTURE:

- 3.1 Introduction**
- 3.2 Functions of Communication**
- 3.3 Technology and Business Communication**
- 3.4 The Role of the Manager in effective business communication**
- 3.5 Key Areas of Communication in Management**
- 3.6 Effectiveness in Managerial Communication**
- 3.7 Summary**
- 3.8 Technical terms**
- 3.9 Self Assessment Questions**
- 3.10 Suggested Readings**

3.1 INTRODUCTION:

Effective business communication is crucial for organizational success as it facilitates decision-making, goal achievement, problem-solving, and improved employee morale. It also enhances internal and external relationships, promoting efficiency and productivity. Poor communication can lead to misunderstandings, missed deadlines, and conflicts, hindering progress.

3.2 FUNCTIONS OF COMMUNICATION:

The most basic functions of communication in an organization are to inform, control, motivate and emotional expression.

3.2.1. Information

An organization needs a vast amount of information to function and operate a business. The top management would require timely and accurate information for the various departments to make effective decisions. Information is dispersed throughout an organization through written or verbal communication. A human resources representative or business owner may send out a memo explaining a change in the company's health plan. A business meeting may be used as

a way to communicate a new office procedure. A webinar allows a company to conduct a meeting over the Internet with employees or customers who cannot attend in person. The idea of informing within an organization is to provide data and information so that employees can effectively complete their job. Information ensures that an employee is aware of the rules and procedures of an organization. It also eliminates job uncertainty for workers when they are fully informed.

3.2.2 Control

The management of any organization will always have plans with long, medium or long term objectives for the months and years ahead. To achieve these objectives, the daily & monthly activities must proceed as planned in order to achieve the objectives for the period. Communication acts to control member behavior in several ways. Organizations have authority hierarchies and formal guidelines that employees are required to follow. When employees, for instance for instances are required to first communicate any job related grievance to their immediate boss, to follow their job description, or to comply with company policies, communication is performing a control function. But informal communication also controls behavior. When work groups tease or harass a member who produces too much (and makes the rest of the group look bad) they are informally communicating with, and controlling the member's behavior. A company uses communication as a way to maintain control over employees and their work environment. Written human resources policies and procedures dictate how employees are permitted to act in the workplace. Job descriptions outline the parameters of an employee's job functions. Performance reviews control whether an employee receives a raise or attains a promotion.

3.2.3 Motivation

Managers use communication to motivate workers to achieve peak performance. By clarifying the expectations of employees and providing incentives for meeting or exceeding expectations, communication can help companies reach specific objectives. For example, by communicating to salespeople that they'll receive a 10 percent bonus if they reach their annual sales goal, it helps the company reach its overall sales goals. Communication fosters motivation by clarifying to employees what is to be done, how well they are doing and what can be done to improve performance if it's subpar. We saw this operating in our review of goal-setting and reinforcement theories. The formation of specific goals, feedback on progress toward the goals, and reinforcement of desired behavior all stimulate motivation and require communication.

3.2.4. Emotional Expression and Interdependence

Emotional appeal is when emotions or arguments are used to persuade others instead of facts or logic. Organizations can use emotional appeals when delivering bad news. Last year, the CEO spoke to the entire company at an emergency meeting. He explained how devastated he was over the need to have a corporate downsizing. He used emotion to explain that it was better for the overall security of the company to eliminate some positions. For many employees, their work group is a primary source for social interaction. The communication that takes place within the group is a fundamental mechanism by which members show their frustration and feelings of satisfaction. Communication therefore provides release for the emotional expression of feelings and for fulfillment of social needs.

3.3 TECHNOLOGY AND BUSINESS COMMUNICATION:

Technology has changed business in many ways, but its effect on communication is arguably the most significant. The use of technology in daily business operations is constantly evolving,

and one such example is the use of technology in business communication. Being in touch is very important to businesses, that is why it is no wonder why a lot of resources is spent in improving the communication procedures of various businesses. The revolution of the Internet has allowed businesses to have more options as far as business communication was concerned.

It made the technologies of software, hardware, and network converge into one cohesive and solid system, which made the optimization of various business procedures faster. Indeed, the employees and the organizations as a whole greatly benefit from the use of technology in business. With a feasible business plan, organizations can save a lot of money and raise the level of productivity of the staff if the use of technology were well-planned and executed. Even medium-scale companies now have a chance to participate in the fierce competition among larger businesses. This is just one proof that technology in business communication is capable of increasing worker productivity. If you come to think about, the advantages do not need an employee to undergo a radical adjustment. On the contrary, tasks are made simpler and more convenient for the user.

3.3.1 Communication Is Faster

Whether you need to speak with an employee who is traveling in another state or country or you need to communicate with your supplier half way around the world, technology allows you to do so instantaneously. In fact, thanks to email and text messages, you can now send messages to people in other time zones before you forget without worrying that you will wake them up. In fact, the Internet has allowed business people to communicate easily regardless of time zone and language issues.

3.3.2 Expanded Communication Opportunities

Technology allows individuals to communicate and carry on a business relationship without ever meeting face to face, so people in all parts of the world now have the chance to interact with a company in a rural part of India. For example, technology allowed for the emergence of the virtual assistant, a worker who completes tasks for her client online without having ever met him, in the 20th century.

3.3.3 Cost-Cutting Procedures

In addition to migrating to a digital means of communicating, a business can save a lot with technological advances in business communication. Business software products that combine voice and data no longer have the need for multiple lines that can add a bulky amount to communication expenses. In addition, minimal technical support is needed since most of the installation, operations, and maintenance procedures can be done with little or no supervision at all.

3.3.4 Network Convenience

The use of modern technology in business communication eradicates the complexity that is involved in monitoring network traffic. This is because all the communication data travels at the same stream. Therefore, there is only one network that needs to be monitored, and this lessens the work of network administrators, giving them more time to work on other tasks.

The benefits of technology in business communication are almost immeasurable, since its advantages are long term and all-encompassing. Businesses can use this to their advantage to increase productivity, to raise revenues, to build better relationships with customers, and to survive longer in the business arena.

3.4 THE ROLE OF THE MANAGER IN EFFECTIVE BUSINESS COMMUNICATION:

Business communication is no longer about how to write a letter, email or use effective writing skills. It has also extended to other areas in the business, for example, excellent relationships within the business. A manager should not only concentrate on successful communication with its external clients, customers and stakeholders. The employees of the business actually are internal clients and should also be treated with care. Many scholars refer to this as internal marketing, a very important feature of good business communication. Employees' well-being and work satisfaction play a large role in their productivity and how loyal they will be towards the business. The role of the manager is to ensure good relationships with and among employees. A healthy working environment is equally important. Previous research has indicated that employees also have other career aspirations than only a salary.

Unhappy employees as a result of poor communication processes in the business can negatively affect the corporate image of the business and make the business less successful. The manager of the business should also keep track with changes in society, especially the ever-changing business environment. Communication processes in the business should reflect these changes.

Anyone involved in management – whether it's for a large or small company – knows well the relational complexities involved. Sometimes you have to give criticisms on an employee's performance, other times you get the privilege of praising another employee's performance. You're often tasked with overseeing projects both large and small, while directing a diverse group of individuals and personalities in the process. Needless to say, communication skills are essential for any management position.

While communication in management is not always easy, you may find yourself having to work with difficult people, or with unmotivated people. But if you come to the table with the right tools to do the job, you will have an effective team of individuals proud of the work they do for you, and you can feel your own sense of pride in developing these key business relationships in the workplace.

3.5 KEY AREAS OF COMMUNICATION IN MANAGEMENT:

Relationship Building

Relationship building is a key discipline to master. It helps you establish trust and friendship with your employees. They will come to you with problems, and when the time comes that you must give negative feedback they will actually be able to hear you out. On the flip side of that coin, when it comes time to give positive feedback, your employees will take it to heart and it will motivate them to do better work. In any work environment, as a manager is important to build these relationships early on.

Employee Engagement

One aspect of the manager-employee relationship has to do with including employees in on project management and development - allowing them to give their input. This doesn't necessarily mean that you have to accept every idea that comes across your desk, but the fact that you are sincerely listening to concerns positions you as a respected and trusted leader within the company. In short, if employees truly feel like they are a part of the process, they will connect to projects in a more meaningful way, and do high-quality work.

Employee Recognition

Every manager should learn how to properly recognize employees in the workplace. However, it's not enough to simply recognize and praise an employee in your office, you must make every effort to make recognition a very public event. Recognizing an employee for their hard work shows that you value their contributions to the organization. Again, this is another communication strategy that will motivate employees to do better.

Employee Coaching

Finally, there is the discipline of employee coaching. Unfortunately, not every employee candidate is going to walk into the office with a flawless performance record. They may fall down and make a mess a few times before really grasping the tools needed to succeed in the workplace. You, as a manager, are an instrumental part of that success. Successful managers should be having in-depth conversations with employees about performance about once every quarter at least. It's important that you keep these conversations as informal as possible, so you can actually connect with the employee you're trying to coach.

3.6 EFFECTIVENESS IN MANAGERIAL COMMUNICATION:

It is essential for employees to communicate effectively with each other for better understanding as well as increased productivity at workplace. Employees doing everything on their own are generally overburdened and eventually fail to deliver their best. Effective managerial communication enables the flow of information and knowledge among employees in its desired form. Managers need to interact with their team members to extract the best out of them. Problems remain unsolved if employees do not communicate with each other. Discussions go a long way in reducing confusions and also improve the relations among employees.

There are some tips for effective managerial communication at workplace:

- Remember a manager's task is not only to sit in closed cabins and shout at subordinates. He needs to interact with his team members on a regular basis. Speak to your colleagues more often. Find out what they are upto? Treat all your team members as one. There is absolutely no harm in taking lunch with your team members. This way you tend to discuss lot many things apart from routine work.
- **Promote the concept of morning meetings at workplace.** Morning meetings help you interact with your team members on an open platform where everyone has the liberty to express his/her views. Communicate with your team members and help them plan their day. Let them come out with their problems. Walk up to their workstations once or twice in a day.
- **Increase your listening skills.** A good listener is always a good communicator. It is really important to listen to the other person carefully before speaking. Interrupting a conversation breaks the momentum and the message loses its impact.
- **Working in a team leads to effective managerial communication.** Employees working in isolation hardly interact with their fellow workers and superiors. Make sure your team members discuss things amongst themselves and work together. Instruct them to keep you in the loop as well. The employees must mark a cc to their immediate reporting managers to keep them updated of the latest developments at the workplace.
- **Master the art of writing emails.** Also train your team members how to write an official mail. There is a huge difference between a personal and official mail. The subject line needs to be relevant for people to open the mail.

- Do not call your team members one by one for any kind of communication. Address them together.
- **Think before you speak.** Make sure whatever you communicate is relevant. Avoid using complicated words and terminologies in your speech. The message has to be clear and precise for effective managerial communication. Be straightforward and communicate clearly as to what you expect out of your team members.
- **No communication is complete unless the message is understood clearly by the recipients.** There should be absolutely no room for confusion in effective communication. Once you are through with your speech, give some time to your team members for them to ask whatever they have not understood.

As the honourable **Dalai Lama** once said that —

When you talk, you are only repeating what you already know. But if you *listen*, you may learn something new.

1. Listening

Listening and speaking go hand in hand, and during the process of communication the roles of a listener and a speaker are fluid. This means that a speaker may not necessarily be the only one doing all the talking. One of the key elements for effective communication require the speaker to be, first of all, a good listener.

Have a look at what the American Management Association (1961) says about the importance of listening “...Listening is one of the most important, most difficult – and most neglected – skills in communication. It demands that we concentrate not only on the explicit meanings another person is expressing but on the implicit meanings, unspoken words and undertones that may be far more significant...”

2. For Effective Communication – Be Clear

The elements of Clarity and Simplicity are in a way interwoven. However, these two aspects cannot be used interchangeably. If one were to explain what clarity in the process of communication means, it would be simply this – that there should be absolutely no room for doubt about what the message is.

One of the worst failures of communication is when your audience acts upon your message and delivers something that is opposite of what you meant to say, or absolutely not in sync with the purpose of communication.

Your words, ideas and logic should be crystal clear. Do not beat around the bush with what you need to communicate – given that at times the content of the communication might truly be tricky. Regardless, put it across with as much clarity as you possibly can.

3. For Effective Communication – Aim for Simplicity

Always, always keep it simple. Being verbose can be the death of effective communication. What is the point of using complicated jargon or terms which your audience might not be able to process? Always keep in mind the background, and language competency of your audience before proceeding to communicate with them.

Although, it is highly recommended that irrespective of the competency of your audience, you keep the language as simple as possible – unless you need to use certain technical terms to get your point across. Keeping it simple has the magical effect of making communication instantly effective.

3.1 Rearrangement

Sometimes things can be made easier to understand by moving things around into configurations that make more sense. You can move things in time as well as space. You can change who does what, where people go, when things happen and so on.

3.2 Replacement:

Sometimes things can be made easier by throwing away what you currently have and using something else that is easier to understand or accept.”

If one were to compress the entire bit about simplicity simply, it would be this – simple things are by nature easiest to understand, process and accept.

4. For Effective Communication – Be Confident

If you aren't confident about what you're communicating, it will never be effective. And there are no two ways about that. Whether or not you are able to communicate with confidence is what makes lend the information you are putting out its due authenticity. The onus lies completely on you to get your listeners/ readers to believe in what you are saying.

The only way that will happen is when you communicate with confidence. Well, how do you communicate with confidence then? **Be sure of what you're saying, i.e., 'know your stuff'. Ask yourself enough questions about the content until you are satisfied that you know enough to be able to communicate confidently!**

5. For Effective Communication – Be Charismatic

A charming personality goes a long way in aiding effective communication. In his article, “What is Charisma and Charismatic Leadership”, have a look at what author Ronald E Riggio has to say about “charismatic leaders”. “Charismatic leaders are essentially very skilled communicators – individuals who are both verbally eloquent, but also able to communicate to followers on a deep, emotional level. They are able to articulate a compelling or captivating vision, and are able to arouse strong emotions in followers.”

Some people say, you either have charisma, or you don't. But we believe everyone has charisma. You just need to bring it forth. And the only (and the best) way you can do that is when you are absolutely sure about what you are trying to communicate, and the confidence and the conviction shows in your communication. And while you're doing that, don't forget to smile every now and then.

6. For Effective Communication – Consider the Environment

During the research we did for this post, one common aspect across all the material we read was, the process of communication will be effective only when there is trust between the communicator and the audience. In other words, the environment for the communication needs to be conducive, and trust is the most important factor for the same. The kind of rapport you share with your audience is something that will determine it.

“Environment” as an aspect of communication also means to choose the right place, and the right time before initiating the process of communication. Ensure that your audience is placed in a way that they can be receptive to what you are saying. Else, the communication could be just one-sided, and any communication which is one-sided can safely be called ineffective.

The American Management Association (1961) explains the aspect of environment in the following manner –

“Meaning and intent are conveyed by more than words alone. Many other factors influence the overall impact of a communication and you must be sensitive to the total setting in which you communicate.

Consider, for example, your sense of timing – i.e. the circumstances under which you make an announcement or render a decision; the physical setting – whether you communicate in private, for example, or otherwise; the social climate that pervades work relationships within the company or a department and sets the tone of its communications; custom and past practice – the degree to which your communication conforms to, or departs from the expectations of your audience. Be constantly aware of the total setting in which you communicate. It is essential that communication adapts to its environment.”

Makes a great deal of sense, doesn't it?

7. For Effective Communication – Be Open to Feedback

Always keep the feedback loop open. And always seek feedback during the process of communication. Don't just seek feedback, do incorporate it in order to show that the feedback is indeed valued. Besides helping you improve, the feedback you receive also helps you know if the message you wanted to communicate has been received in the intended manner. You might have to devise suitable methods to be able to receive, evaluate and respond to feedback.

Think about this as a preparatory step before you initiate the process of communication. Being mindful, during your communication is also a crucial aspect in order to make it effective. How can you be mindful during the process of communication? Well, first of all by being a good listener. Secondly, by being empathetic.

Be prepared that no matter how well you put across the message to be communicated, in case it is an undesirable message for the receiver, it may not be taken kindly. **In which case, you must be prepared to 'respond' and not 'react'.** This will be possible only when you incorporate a sense of empathy into the process of your communication.

3.7 SUMMARY:

Communication, as a management function is the process of creating, communicating and interpreting ideas, facts, opinions and feelings about work performance, organisational effectiveness and efficiency as well as goals attainment in organisation. A manager must be an effective communicator and no organization can succeed or progress, build up reputation without effective communication skills. Poor communication system may result in mismanagement and bad business results. Our aim was in this paper to show that the success of any business lies in effective communication and that the effective communication is essential for the survival and progress of a business concern. We also pointed out that communication skills need to be developed on an ongoing basis and especially in a turbulent business environment.

3.8 TECHNICAL TERMS:

1. **Effective business communication:** It is exchanging of information within and outside an organisation to achieve shared goals.
2. **Relationship Building:** To frame trust and friendship with employees to achieve better results.
3. **Employee Engagement:** The level of employees' commitment and passion for their job, company and overall work environment.

4. **Employee Recognition:** Acknowledging and appreciating an employ's contributions, efforts as well as achievements in the work place.

3.9 SELF ASSESSMENT QUESTIONS:

1. What are the functions of communication and explain them in detail.
2. State and explain Technology and Business Communication
3. Describe the role of the Manager in effective business communication
4. What are key areas in Communication in Management.
5. Describe the concept of Effectiveness in Managerial Communication.

3.10 SUGGESTED READINGS:

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
- 4) R. K. Madhukar, Business Communication, SAGE Publications.
- 5) Business and professional Communication, Texas Aandm. Sage Publications
- 6) The Basics of Communication, Steve Duck, Sage Publications
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press
- 8) English Grammar, Rajeevan Karal, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press

Dr. B.V.H.kameswara Sastry

LESSON- 4

COMMUNICATION BARRIERS – OVERCOMING STRATEGIES

OBJECTIVES:

After completing this lesson, the students will be able to:

- Understand the concepts of communication barriers.
- Identify the barriers to communication.
- Explain how barriers can be overcome.

STRUCTURE:

- 4.1 Introduction**
- 4.2 Meaning of Communication Barriers**
- 4.3 Types of Communication Barriers**
- 4.4 Filters in Business Communication**
- 4.5 Strategies to overcome the communication barriers**
- 4.6 Summary**
- 4.7 Technical terms**
- 4.8 Self Assessment Questions**
- 4.9 Suggested Readings**

4.1 INTRODUCTION

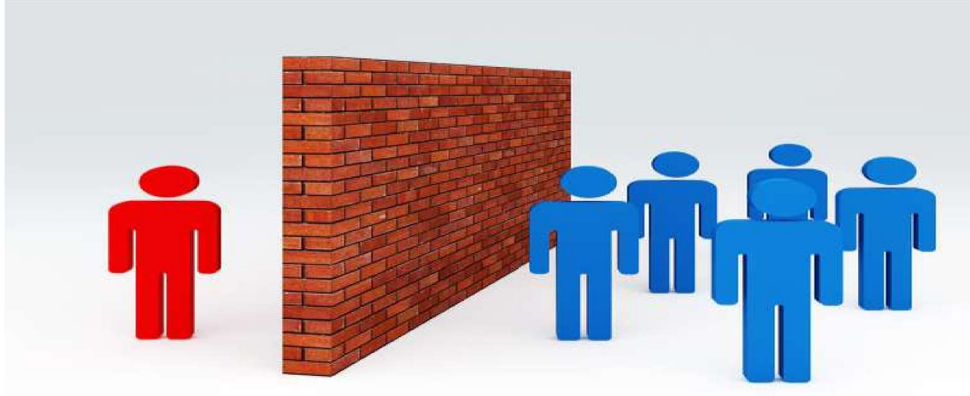
Communication is the process of exchanging the messages, ideas, information, etc. from one person to another person through some channel. Communication is effective only if the receiver understands the message in the same sense as it is sent by the sender. If any kind of obstacles disturbs any step of the communication process, the message will not transmit to the receiver in the same way as sender wants to send. Such kinds of obstacles are called barriers of communication. Due to such barriers, managers in an organization face various problems because communication becomes ineffective as information loses its originality. So the manager must find out such barriers and take effective steps to remove them.

4.2 MEANING OF COMMUNICATION BARRIERS:

Communication barriers are the obstacles and problems involved in effective exchange of ideas or thoughts which retard the information being properly perceived by the receiver. In other words, communication barriers are the factors which affect the effective exchange of ideas from the sender to the receiver and disturb the flow of communication in the organization.

As we can see in the picture the sender of the message transfers a message with the expectation that the receiver will receive the message, interpret it and act accordingly. But sometimes message is not always decoded by the receiver in the same way as the sender encoded it. Some

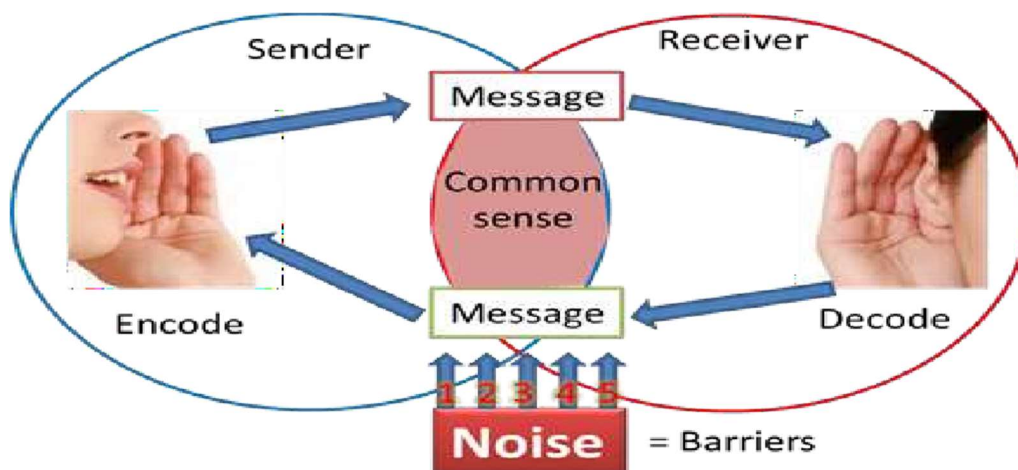
factors and difficulties distort the flow of the message, its interpretation and understanding. Such factors and difficulties as depicted as noise in the picture are known as barriers of communication. Noise here does not only mean unwanted sound but also all the factors which hamper or distort effective flow of



4.3 TYPES OF COMMUNICATION BARRIERS:

The sender of the message sends the message with an expectation that receiver will receive the message in the same manner as it is sent. But sometimes the receiver receives the message in a different manner. This modification, filtration and misrepresentation of communication may cause misinterpretation. Therefore, it is necessary for manager to locate the barriers and take corrective action to remove these. There are various kinds of barriers which restrict the effective flow of messages from sender to receiver which are stated below-

For any kind of communication to be successful, it is essential that the receiver attributes the same meaning to the message as intended by the sender of the message. But all acts of communication are not perfect or successful. At times, some meaning is lost as the message encounters various barriers along its passage between the sender and the receiver. Such barriers may arise at any of the stages through which a message passes during the process of communication. This is also called miscommunication. Some of the common problems that lead to the failure of communication are: noise, cultural differences, complexity of subject matter, personal biases, semantic problems, socio- psychological barriers, filtering, information overload, poor retention, poor listening, goal conflicts, slanting, inferring, etc.



4.3.1 Types of barriers

Barriers to communication can be classified into the following broad categories: 1) Physical or environmental barriers, 2) Physiological or biological barriers, 3) Semantic or language barriers, 4) Personal barriers, 5) Emotional or perceptual barriers, 6) Socio-psychological barriers, 7) Cultural barriers, and 8) Organizational barriers.

4.3.2 Physical or Environmental Barriers

Physical barriers are those barriers which are caused due to some technical defects in the media used for communication and/or due to certain disturbances in the surrounding environment.

Often, the term ‘noise’ is used as a blanket term to refer to the physical barriers in general. But noise, in its literal sense, is also one of the factors that give rise to the physical barriers during the process of communication.

Besides noise, wrong selection of medium, lack of acoustics, poor lighting, frequent movements of hands, fiddling with a pen, or even serving of tea during an important conversation- all of these are also responsible for creating physical barriers in the communication process.

4.3.3 Noise

Noise is the first major barrier to communication. Communication is distorted by noise that crops up at the transmission level.

The meaning attributed to the word ‘noise’ in the field of Communication is derived from the realm of Physics. In Physics, noise refers to “a disturbance, especially a random and persistent disturbance, which obscures or reduces the clarity of a signal”.

The modern-day connotation of the word ‘noise’ is “irrelevant or meaningless data” as is apparent from its usage in the field of Computer Science.

For example, the noise of the traffic around a school obstructs the smooth flow of information between the teacher and the students. It makes oral communication difficult. Similarly, poor signal or static while talking over the cell phone or while using the public address system or while watching TV also distorts the sound signals and disrupts communication. Bad weather conditions may also sometimes interfere with the transmission of signals and may lead to breakdown of the communication channels.

As discussed above, noise is not only the disruption of sound signals, but it also includes all the barriers that may arise at any of the various stages of communication. In a broad sense, it denotes semantic barriers, perceptual barriers as well as psychological barriers.

4.3.4 Time and Distance

Time and distance may also obstruct the smooth flow of information. Today, because of technological advancements, we have faster means of communication available to us and this in turn has made the world a smaller place. But at times, these means of communication may not be easily accessible because of unavailability or due to technical/technological problems. This may lead not only to a physical but also a communication gap between the transmitter and the receiver.

Time differences between people living in two different countries may affect communication between them. Even people working in different shifts in the same organization may also face problems in communicating effectively.

Improper seating arrangement in a classroom or in a conference hall may also act as a barrier to effective communication as it is difficult to maintain eye contact with one's audience.

4.3.5 Wrong Choice of Medium

This can also create a barrier to effective communication. For example, if an expert uses charts or graphs or PowerPoint presentations to orient the illiterate workers or volunteers to a new method of working, they are bound to be ill-equipped to infer any information or instructions from such sophisticated presentations.

4.3.6 Surroundings

Adverse weather conditions affect not only the means of communication, but also have an impact on the sender and the receiver of the message. When two people have to communicate with each other under extreme weather conditions, whether too hot or too cold, their surroundings does have a direct repercussion on the effectiveness of the exchange that takes place between them.

Thus, environmental factors determine people's mood and also influence their mental agility and thereby their capacity to communicate effectively. Extreme heat and humidity make people either hyper or listless and thus cause immense stress which in turn affects clear thinking and the attitude of the communicator; whereas, extreme cold weather induces laziness and also impedes the ability to think clearly and respond sharply, thereby causing communication failure.

4.3.7 Physiological Barriers

Physiological barriers are related to a person's health and fitness. These may arise due to disabilities that may affect the physical capability of the sender or the receiver. For example, poor eyesight, deafness, uncontrolled body movements, etc.

Physical defects in one's body may also disrupt communication. While communicating, a person uses—

- his vocal (speech) organs to produce sound/speech
- his hand and fingers to write
- his ears to take in the spoken words his eyes to absorb the written words

Flawless functioning of these body organs is inevitable for effective communication to take place. In case of any defect in any of these organs, the successful completion of communication will be difficult to accomplish.

Speaking can be adversely affected by stammering, fumbling, utterance of improper sounds due to defective vocal organ/s, etc.

4.3.8 Semantic or Language Barriers

Semantics is the systematic study of the meaning of words. Thus, the semantic barriers are barriers related to language. Such barriers are problems that arise during the process of encoding and/or decoding the message into words and ideas respectively.

Both the oral and the written communication are based on words/symbols which are ambiguous in nature. Words/symbols may be used in several ways and may have several meanings. Unless the receiver knows the context, he may interpret the words/symbols according to his own level of understanding and may thus misinterpret the message.

The most common semantic barriers are listed as under:

a. Misinterpretation of Words

Semantic problems often arise because of the gap between the meaning as intended by the sender and that as understood by the receiver. This happens when the receiver does not assign the same meaning to the word/symbol as the transmitter had intended.

Words are capable of expressing a variety of meanings depending upon their usage, i.e. in the context in which they are used. The association between the word/symbol and the meaning assigned to it is of arbitrary nature.

For example, the word 'yellow' when used as an adjective can have multiple connotations depending upon its usage. Words have two levels of meaning- literal (descriptive) and metaphorical (qualitative). 'Yellow', besides being a primary colour, also stands for 'freshness', 'beauty', 'sickness', 'decay', etc. Hence, the receiver is free to interpret it in any of these ways based on his own imagination and experience.

But for communication to be perfect, it is essential that the receiver must assign to it the same meaning which the sender had in his mind while encoding the message. Therefore, there is always a possibility of misinterpretation of the messages. Mostly, such problems arise when the sender does not use simple and clear words that can convey the exact meaning to the receiver.

b. Use of Technical Language

Technical or specialized language which is used by people or professionals who work in the same field is known as jargon. Such technical language can be a barrier to communication if the receiver of the message is not familiar with it. For example, in the computer jargon, 'to burn a CD' means 'to copy the data on a CD'. To a layman, the word 'burn' may have a very different connotation.

c. Ambiguity

Ambiguity arises when the sender and the receiver of the message attribute different meanings to the same words or use different words to convey the same meaning. Sometimes, wrong and speculative assumptions also lead to ambiguity. A sender often assumes that his audience would perceive the situation as he does or have the same opinion about an issue or understand the message as he understands it, and so on. All such assumptions may turn out to be wrong and cause communication failure.

4.3.9 Personal Barriers

Communication is interpersonal in nature. Thus, there are certain barriers that are directly linked to the persons involved in the communication process, i.e. the sender and the receiver, which influence the accurate transfer of the message. These are called personal barriers.

Personal barriers have to do with the age, education, interests and needs or intentions that differ from person to person.

In any business organization, the attitude of the superiors and the subordinates play a vital role in determining the success of communication. If the superiors have a hostile attitude, then there are chances that they may filter the information or manipulate the message, sometimes intentionally, in order to achieve certain selfish motives. Many superiors are not open to suggestions and feedback as they presume that their subordinates are not capable of advising them. Also, they often tend to keep too busy with work and do not pay much attention to communication. Due to this, the downward flow of information within the organization is badly affected and this in turn leads to poor performance.

4.3.10 Emotional or Perceptual Barriers

Emotional or perceptual barriers are closely associated with personal barriers. Personal barriers arise from motives and attitudes whereas emotional or perceptual barriers have an added dimension that includes sentiments and emotions as well.

If the receiver does not evaluate the information with an open mind, i.e. objectively, his judgment/evaluation would be colored with his biases and/or his emotions, thus inducing him to read too much into a message. This would interfere with the exact transfer of information and cause misinterpretation.

Such a barrier may also emerge at the time of encoding the message. Over enthusiasm on the part of the sender may lead him to invest his message with meaning/s which he may actually not have intended to.

Indolence, apathy, or the tendency to procrastinate, either on the part of the sender or the receiver, also lead to withholding of important information thus creating a barrier. Extreme emotions like euphoria, excitement, anger, stress, depression, etc. also get in the way of effective communication. All these factors may create biases in the mind of the sender or the receiver.

a. Socio-Psychological Barriers

Socio-psychological barriers can also be considered as one of the offshoots of the personal barriers, akin to the perceptual barriers. We need to study it as a subcategory of personal barriers because a person's attitude is shaped not only by his instincts and emotions, but also by his approach towards and his interaction with the people around him, and hence the need for this fine distinction between the personal, the perceptual and the socio-psychological barriers.

b. Difference in Perception

Moreover, in a communication situation, the communicators have to deal with two aspects of the reality- the one as they see it and the other as they perceive it. The mind filters the message i.e. the words/symbols/ signs and attributes meaning to them, according to individual perception.

Each individual has his own distinctive filter, formed by his/her experiences, emotional makeup, knowledge, and mindset which s/he has attained over a period of time. Because of this difference in perceptions, different individuals respond to the same word/symbol/sign based on their own understanding of the situation and ascribe meaning to it on the basis of their unique filter.

At times, this difference in perception causes communication gap, i.e. distortion, in the message. In face-to-face communication, this gap can be easily eliminated as there is immediate feedback. But in written communication, the semantic gap between the intended meaning and the interpreted meaning remains unidentified, as the feedback is delayed or sometimes there is no feedback at all.

c. Prejudices

Besides, a person with deeply ingrained prejudices is very difficult to communicate with. He is not responsive to discussion or to new ideas, information, viewpoints and opinions. He has a closed mind and tends to react antagonistically, thus ruling out all possibilities of communication. An unreceptive mind can, hence, be a great barrier in communication. To overcome this barrier, people should be receptive of new ideas and must learn to listen considerately with an open mind.

d. Information Overload

Furthermore, information overload leads to poor retention and causes information loss. So, whenever there is some important information to be conveyed, the communicators must use the written channel of communication. On the basis of the above discussion, we may thus conclude that the socio-psychological factors do have a profound impact on the effectiveness of communication.

4.3.11 Cultural Barriers

Cultural differences give rise to a great deal of complexity in the encoding and the decoding of messages not only because of the difference in languages, but also because of plenty of culture-specific assumptions at work in the mind of the sender as well as the receiver. People belonging to different cultures may attach different meanings to words, symbols, gestures, and behaviour or they may perceive each others' social values, body language, attitude to space distancing and time, social behaviour and manners, etc., i.e. the entire culture in general, very differently depending upon their own standards, attitudes, customs, prejudices, opinions, behavioral norms, etc., i.e. their own distinct culture.

Thus, cultural barriers arise when people belonging to different cultures insist on preserving their cultural identities and at times, judge the other cultures as inferior to their own.

4.3.12 Organizational Barriers

Organizational structure greatly influences the flow of information within an organization. Some major organizational barriers are as follows:

a. Goal Conflicts

There may be goal conflicts within the organization between the superiors and the subordinates, among people working in the different departments, among the colleagues, etc. This may create a hostile atmosphere within the organization and can lead to serious communication breakdown.

b. Organizational Policies

These are also to a great extent responsible for determining the kind of rapport that people working in the same organization share with each other. If the organizational policy is such that it restricts the free flow of information in all directions then communication would not be successful. In some organizations, there may be rules to restrict the flow of certain messages and this may deter employees from conveying those messages, however important they may be.

If an organization favours the open door policy, the subordinates would not feel shy or reluctant to approach their superiors directly. But in the organizations where the formal channels of communication have to be strictly adhered to, the superiors and the subordinates share an awkward relationship. They experience a lot of discomfort while interacting with each other. Because of this, the objective of communication may never be accomplished.

c. Organizational Hierarchy

The hierarchical structure of the organization may also impede the flow of information and this can cause delay in taking decisions. When the message passes along the chain of command in an organization, there are chances of filtering and distortion of the message at almost every level before it reaches the intended receiver. Thus, the hierarchical structure of the organization is also one of the important factors that may create a barrier to effective communication.

4.4 FILTERS IN BUSINESS COMMUNICATION:

Filtering is altering the interpretation of the message by applying certain influences or biases. The receiver will filter the message according to their experience and as a result the interpretation of the message can be very different from what was intended. The consequence of filtering is that there can be misunderstanding which can lead to an unexpected response. For example, the project manager may ask a team member if the document has been completed. The team member may interpret this as asking whether it has been written, and not whether it has also been reviewed and signed off.

4.4.1 Causes of Filtering:

- **Language:** the receiver interprets the message based on their translation of the language to thoughts and ideas.
- **Culture:** of the recipient and their understanding of the culture of the environment they are in (the workplace, the organisation, the industry, the local area and country).
- **Semantics:** the receiver interprets the message based on their understanding of the meaning of the words used.
- **Knowledge base:** the receiver utilises a different knowledge base on which to interpret the message.
- **Implication:** the interpretation of the message may be based on assumptions. An extreme example of implication is sarcasm, where the opposite of what is meant to be interpreted is said

5 types of filters:

1. Distractions.
2. Emotional states.
3. Beliefs and expectations.
4. Differences in style.
5. Self-protection.

Distractions:

- When you say something to your partner do you have his/her attention?
- External things like noisy kids, a hearing problem, or background noise can be a problem.
- Internal factors are such things as preoccupation, feeling tired, planning what else is to be done that day, etc.
- Make it easier to pay attention to your partner. Ask for their attention.

Emotional states:

- Moods greatly affect communication.
- Studies have shown that we tend to give people more benefit of the doubt when we're in a good mood and less when we're in a bad mood.
- When we're in a bad mood we are more likely to perceive whatever our partner says or does more negatively no matter how positive he/she is trying to be.
- Don't use a filter such as a bad mood as a reason to treat your partner badly.
- Talking about how you feel may be the best first step in starting a conversation, especially if it is about important matters.

Beliefs and expectations:

- Many studies have shown that we tend to see what we expect to see in others and in situations.
- It takes humility to recognize and admit that you do this.
- It has been shown that expectations not only affect what we perceive but can influence the actual behavior of those around us. For example, if you believe that someone is an extrovert, he is more likely to sound like an extrovert when talking with you, even if that person is normally introverted. We "pull" behavior from others consistent with what we expect.
- This is one reason why old habits and feelings and patterns of communication come back with full force during holidays when we are with the family we grew up in.
- We can easily get into "mind reading", thinking that we know what someone else means or wants.

Differences in style:

- One person may be more expressive and one more reserved.
- Styles are determined by many influences including culture, gender, and upbringing. For example, in one family it may be very normal to raise one's voice when making a point and in another raising one's voice was never done. When people from these two varied backgrounds marry, for one to raise his/her voice may be perceived by the other as threatening.
- In other families there may have been many conversations going on at once around the dinner table while in other families to talk while someone else is talking is considered rude.
- All families develop spoken as well as unspoken rules for conversing, caring, making decisions, and otherwise relating to each other. The key is to become aware of the unspoken and therefore assumed rules that you have grown up with and learn to adapt them to living in your current family.

Self-protection:

- This filter comes from the fear of rejection we struggle with in marriage.
- Fear is the big enemy of secure and warm attachment. It will stop us from saying what we truly feel or want. Even simple statements such as, "Would you like to go see that new movie?" can reflect a fear of rejection. Instead of saying it directly, "I want to go see that new movie; want to go?" we often hide our desire because speaking of it reveals more of who we are and increases the risk of rejection.
- Movies may not matter so much as do feelings, desires, expectations.

4.5 STRATEGIES TO OVERCOME THE COMMUNICATION BARRIERS:

Communication barriers are like a brick wall which if not broken timely will result in negatively affecting every function of the organization, be Human Resource Management, Sales and Marketing, Operations, Research and Development, Public Relations or maintaining goodwill of the organization among all its stakeholders. So a way has to be found through wall..



Since communication is the life blood of an organization it is very important that efforts are made at the organizational as well as individual level to overcome the communication barriers. So efforts at individual level and interventions at organizational level are required to identify the barriers hindering the communication flow within and outside the organization, so that proper action can be taken to address the problems related to effectiveness of communication. Although it is not possible to eliminate all the barriers, effort should be made to minimize them to extent possible in the interest of the organization.

4.5.1 Well defined organizational policy:

Organizations should have well defined, clear and widely circulated communication policies related to the dos and don'ts of the communication within the organization as well as communication with external stakeholders. Such policies will minimize misunderstanding and promote effective flow of communication.

For Example: It should be clearly mentioned in the relevant section of the HR policy that who will provide the appraisal feedback to the employees at various levels of the organization. Or it should be a part of the sales manual that what information should be given about the company to the prospective client in sales presentation by an executive.

4.5.2 Asking for feedback:

In order to make communication effective, managers should actively seek feedback from subordinates about their communication messages. Feedback reduces the probability of confusion and discrepancy between the messages sent and received.

For Example: After summing up the decisions taken at the end of the meeting of a team or committee, the convener or the chairperson of the committee may ask the members one by one

to share with others what are the tasks that they have agreed to undertake within a particular deadline.

4.5.3 Restructuring:

To facilitate an enabling communication environment, effort should be made to simplify the complex organization structure through reorganization activities.

For Example: Reorganization may involve reducing authority layers and establishing clear authority and responsibility relationship or adopting open door communication policy by superiors with respect to their subordinates or starting the use of technology like internet to deliver the messages through emails for faster dissemination of information.

4.5.4 Employee Training & Development:

To make the employees efficient communicators, organizations can arrange various training and development programs for them.

For Example: When new employees join the organization they should be given orientation seminars with respect to company mission, goals, policies, rules and regulations, procedures, etc. this can greatly enhance their future communication effectiveness in the organization as well as with respect to the external stakeholders. The employees can also be provided training on computers and other electronic means of communication.

4.5.5 Developing informal relationship: Informal relationship can play a vital role in promoting communication. Hence an effort should be made to encourage informal communication along with the formal communication

For Example: Along with sending a circular to all the members of the department inviting suggestions for a solution to a particular problem, the manager should also reach out to the people and talk to them personally for gaining insights from them. This will ensure the return communication from the members, speed up the communication, help build informal relationship and motivate employees.

4.5.6 Choosing appropriate media: Effectiveness of communication largely depends on the suitability of media. So, the media should be selected considering some factors such as the importance of the message, communication environment, knowledge of the receiver etc.

For Example: If the message is urgent and requires immediate action oral communication over telephone is the most suitable medium to communicate. Or if the brand and product information has to be given to the rural people then wall paintings in bright colors may be the best medium of communication.

4.5.7 Reducing information overload: Communication system becomes defective if more information flows at a time than is necessary. To resolve this problem, only necessary information should be conveyed. For Example: Information Overload can be reduced by decentralizing routine decision making so that communication channels can be shortened to make the communication faster and effective.

4.5.8 Communication audit: To improve communication in the organization it is advisable to conduct communication audit at regular intervals. Communication audit means examining and evaluating communication networks, functions and effectiveness.

For Example: A detailed communication audit in an organization may lead the top management to realize that formal communication channels are designed in such a manner that only downward communication is possible in the organization which is hampering recognition of young talent. So after communication audit top management may initiate the process of

building communication networks which facilitate upward communication for better growth of the company.

4.6 SUMMARY:

As we have discussed in the preceding sections, communication is considered as the life blood of organization, it is the way through which the details of the goals, objectives, strategies, orders and policy of organization are explained to the employees of the organization and by the way of communication the organization comes to acquire the information about their rivals, the opportunities offered by the markets and threats to the organization. So communication effectiveness is a must for organization. But sometimes the message does not get decoded by receivers in original form as it is encoded by senders because of some kind of barriers. These barriers are called communication barriers. These barriers can be Semantic, Psychological, Organizational or Personal.

The barriers to communication must be identified as early as possible by the people concerned so that appropriate steps can be taken to remove these barriers so that, information can be communicated effectively in the organization as well as outside the organization.

4.7 TECHNICAL TERMS:

1. **Barrier to Communication:** The obstacles and problems involved in effective exchange of ideas or thoughts which retard the information being properly perceived by the receiver
2. **Noise in Communication:** Irrelevant or meaningless data
3. **Physiological Barriers:** These are related to a person's health and fitness
4. **Semantic or Language Barriers:** The barriers that are related to language. Such barriers are problems that arise during the process of encoding and/or decoding the message into words and ideas respectively.

4.8 SELF ASSESSMENT QUESTIONS:

1. What are the Communication Barriers and explain them in detail?
2. State and explain the filters of Business Communication.
3. What are the strategies to overcome the barriers of communication.?

4.9 SUGGESTED READINGS:

1. C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
2. Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
3. Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
4. R. K. Madhukar, Business Communication, SAGE Publications.
5. Business and professional Communication, Texas Aandm. Sage Publications
6. The Basics of Communication, Steve Duck, Sage Publications
7. Professional Speaking Skills, Aruna koneru, Oxford University Press
8. English Grammar, Rajeevan Karal, Oxford University Press
9. Spoken English, Sabina Pillai, Oxford University Press

LESSON- 5

VERBAL COMMUNICATION

OBJECTIVES:

After studying this lesson, you should be able to:

- Describe the different types of verbal communication.
- Differentiate among different oral communication and

STRUCTURE:

5.1 Learning Objectives

5.2 Introduction

5.3 Verbal Communication

5.3.1 Oral Communication

5.3.2 Advantages And Disadvantages of Oral Communication

5.3.3 Oral Communications Disadvantages

5.4 The Importance of Oral Communication

5.5 Methods to Improve Oral Communication Skills

5.6 Essentials of Oral Communication

5.7 Summary

5.8 Technical Terms

5.9 Self Assessment Questions

5.10 Suggested Readings

5.1 INTRODUCTION:

Communication is a societal activity; people in society exchange their thoughts, ideas, feelings, emotions, etc. through different manners depending upon the occasions, context, type of message, background of the interacting persons. For example, when a leader addresses a rally, he/she communicates mainly orally, but just to emphasise certain points, he/she may use gestures or facial expressions also. While teaching in the class, teacher communicates both orally and writing. Some times, agreement with a suggestion is indicated by nod of a disagreement may also be shown by moving head in both direction. A warning may be communicated in different ways, orally, in writing or over by facial expression.

There are all ways of communication. From this, it may be concluded that ways of communication can be broadly classified into two types: 1. Verbal communication and 2. Non verbal communication

Each of these types can be further sub-divided into different types . In this lesson, you will read different types of communications.

5.2 VERBAL COMMUNICATION:

In verbal communication words of a particular language are used for passing the message. For example, while teaching in a class teacher speaks, writes on the blackboard or some time,, he/she may use audio/visual aids, such as the power-point to explain/emphasise certain points. All these modes come under the category of verbal communication. Thus, verbal communication is of four types.

- Oral communication
- Written communication
- Visual and Audio visual communication
- Silence

5.2.1 Oral Communication

In this mode, communication is done through spoken words. It may be face-to-face talk, telephonic talk, video-chat, television, radio or chat over internet, such as Skype or Whatsapp. Personal traits such as clarity of pronunciation, pitch, slang, volume, speed, etc. influence this mode of conversation. It is an effective form of communication.

For example, when the teacher teaches in the class, it is a face-to-face communication. During Covid-19 pandemic, classes were held online using Zoom, Google meet or Microsoft Team platforms. It is also face-to-face verbal communication as the teacher and students could see each other although they were not present in the class bodily. When two persons talk on Skype or Whatsapp, they communicate face-to-face verbally. In telephonic talk, the communication is verbal although it is not face-to-face as they cannot see each other.

5.3.2 Advantages and Disadvantages of Oral Communication

The use of spoken language and different types of oral engagement provide the basis of oral communication, which is dynamic and interactive.

Oral Communication Advantages:

1. Instant Response

An immediate benefit of talking in person is the ease and pace with which one can also get remarks on one's performance. Fast emotional readings, message readability assessments, and misunderstanding clearing are all feasible in face-to-face or real-time communication.

2. Simplified and Fast:

Second, it is generally quicker and more productive to discuss orally than to write when speaking with a single individual or a small group. It helps groups clear up problems, make decisions, and work collectively more efficiently.

3. Adaptability Right Away:

If the speaker notices that the target market is confused or isn't always getting what they're saying, they can also shortly rephrase their message or supply addition explanations. Doing so ensures that all events are aligned.

4. Encourages Group Discussions:

Speaking out in team surroundings is an exceptional way to spark fascinating arguments, ideas, and collaborative decision-making. The two-way nature of spoken verbal exchange encourages participation from all events involved.

5. Providing an Immediate Explanation:

Another benefit of oral communication is that it can also be used to make clear or simplify complicated content material in real time. Audiences are more in a position to make skilled choices when they can get speedy responses to their inquiries.

6. Contextual Understanding:

People are more adept at figuring out the context of a spoken phrase when they think about the environment, their emotions, and any different elements that can affect how the message is understood.

5.3.3 Oral Communications Disadvantages:

Although there are many advantages to speaking to someone face-to-face, there are also drawbacks.

1. Non-Permanence of Communication:

One big trouble with talking instead of writing is that it can lead to this shift. People often make mistakes when they communicate because they neglect matters over time.

On the other hand, written Communication makes certain that everything is clear and correct using leaving a record that can be used to find comparable information later.

2. Limited Availability:

The two biggest issues with spoken contact are having to be in the same room as a different individual and no longer being capable of responding in actual time. Talking with people who live in faraway places or different time zones from you can be stressful.

3. Hard to Communicate Complicated Ideas:

Hard demands or details are best tackled in a confidential discussion. People may not understand when they can't talk about complicated records without writing explanations or visual tools like charts and graphs.

4. Interruptions and Surrounding Noise:

Interruptions, together with distractions and heritage noise, may additionally affect oral communication. A range of matters that intrude with perception and awareness may additionally lead to ineffective communication.

5. Psychological Impact:

When we talk verbally, our emotions affect how our message is understood and conveyed. A speaker's emotional country may also affect how they interpret the message, which could lead to distorted understanding.

Advantages and Disadvantages of Oral Communication (at a glance)

Advantages of Oral Communication	Disadvantages of Oral Communication
Facilitates Immediate Feedback	Lack of Record Keeping
Promotes Clarity and Understanding	Potential for Misinterpretation
Enhances Relationship Building	Limited Reach
Allows for Non-verbal Cues	Dependency on Spoken Words
Facilitates Quick Decision Making	Susceptible to Distortion

5.4 THE IMPORTANCE OF ORAL COMMUNICATION:

- 1) Developing significant connections with different people depends closely on clear and brief oral exchanges. Collaborating, trusting, emotionally connecting, and appreciating one another are all feasible outcomes.
- 2) One of the most necessary skills for success in any expert surroundings is the capacity to talk correctly orally. Encouraging robust leadership, making certain all people are familiar with the guidelines and goals, and enhancing teamwork, in the end, boosts output and achievement.
- 3) Effective verbal conversation is a large benefit during team discussions and brainstorming classes when it comes to problem-solving and decision-making. As a result, corporations are more capable of discovering problems, investigating them, proposing practicable solutions, and attaining trained decisions.
- 4) Oral exchange is indispensable during failures for sharing critical information, coordinating plans of action, and ensuring the security and well-being of individuals.
- 5) A person's conversation style notably influences their expert and non-public brands. Being in a position to speak without a doubt and concisely is necessary to set up a fantastic popularity and picture in many components of life.

The advantages and disadvantages of Oral communication include personal connection and immediate response, such as its shortness and the situation in expressing difficult information.

While oral communication is extraordinary for building rapport and making decisions, it is only sometimes excellent for documenting important points or speaking with remote listeners. To speak and join effectively, one needs to adapt one's preference of speaking or writing style to the context, enjoying one's strengths while avoiding one's limitations.

5.5 METHODS TO IMPROVE ORAL COMMUNICATION SKILLS:

1. **Speak in a clear, confident strong voice:** one should speak in a confident, clear and strong voice so that it is audible to everyone in the audience. Keep the pace of your speaking average, not very slow not very fast. While speaking, face the audience.
2. **Be coherent:** One should speak coherently with concentration on your subject only. Try not to be distracted from your subject, try to prevent other thoughts at that time.
3. **Avoid using filler words:** It is better to pause for a second rather than using filler words, such "Yeah", "So", "Um", "Like" frequent use of filler words disturb coherence and distract audience.
4. **Be an active listener:** Verbal communication is a two-way process; you should therefore, be an active listener too. Try to understand a question/query quickly, because it looks odd to ask to repeat the question.

5.6 ESSENTIALS OF ORAL COMMUNICATION:

The following are the essential factors that one should follow to be effective in oral communication:

- 1. Clear pronunciation:** The message should be pronounced clearly, otherwise the receiver may not understand the words of the sender.
- 2. Brevity:** A brief message is considered the most effective factor since receiver's retention capacity is limited in oral communication. The sender should be as brief as possible.
- 3. Precision:** The sender should ensure exactness of the message. Only relevant issue should be included in the message and that too with accuracy.
- 4. Conviction:** The sender should believe in the facts that are being communicated to others. The oral presentation should evince confidence of the sender.
- 5. Logical sequence:** The sender should present the message logically. The points to be spoken first and what should follow to convey the meaning and motives of the sender effectively to the receiver need to be looked into.
- 6. Appropriate word choice:** Words are symbols. They have no fixed or universal meanings. The meanings of words at that moment are in the mind of the sender. Therefore, the sender should select the words which are suitable and understandable to the other party and those which convey exactly the same meanings as the sender wanted.
- 7. Use natural voice:** Natural voice conveys integrity and conviction. It is advised to use natural voice in oral communication.
- 8. Communicate with right person:** It is essential to know whom to communicate. If you communicate a right message to a wrong person, it may lead to lot of problems. Be sure in recognizing the right person to communicate with.
- 9. Do not get guided by assumptions:** Never assume that your listener has knowledge already on the subject matter. You may be wrong many times in such assumptions. You can be good only when you are confident in your message without any omission.
- 10. Look for feedback:** When communicating, if you are smart enough in collecting feedback verbally or non-verbally, you can quickly alter the message, if necessary.
- 11. Allow to ask questions:** It is important to give freedom to the receiver to rise questions whenever he feels ambiguity or confusion. In a way, the communicator should encourage the receiver to ask questions. Such questions are opportunities to clarify doubts.

5.7 SUMMARY:

Communication is a societal activity; people in society exchange their thoughts, ideas, feelings, emotions, etc. through different manners depending upon the occasions, context, type of message, background of the interacting persons. For example, when a leader addresses a rally, he/she communicates mainly orally, but just to emphasise certain points, he/she may use

gestures or facial expressions also. While teaching in the class, teacher communicates both orally and writing. The advantages and disadvantages of Oral communication include personal connection and immediate response, such as its shortness and the situation in expressing difficult information. While oral communication is extraordinary for building rapport and making decisions, it is only sometimes excellent for documenting important points or speaking with remote listeners.

5.8 TECHNICAL TERMS:

Personal Traits: Some characteristics of a person. **Coherently:** Logically connected or consistently. **Precision:** Accuracy

Statistics: Numerical facts or data **Contradictions:** Inconsistency, i.e. opposite. **Boredom:** Weariness, without interest.

5.9 SELF ASSESSMENT QUESTIONS:

1. What are the types of models proposed to describe the process of communication?
2. State and explain any five significant models of communication.
3. What are interactive models in communication?
4. Explain the Lasswell's model of communication.
5. Explain the Shannon and Weaver's model of communication.
6. Explain Schramm's model of communication.
7. Explain Foulger's model of communication.

5.10 SUGGESTED READINGS:

1. C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
2. Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
3. Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
4. R. K. Madhukar, Business Communication, SAGE Publications.
5. Business and professional Communication, Texas Aandm. Sage Publications
6. The Basics of Communication, Steve Duck, Sage Publications
7. Professional Speaking Skills, Aruna koneru, Oxford University Press
8. English Grammar, Rajeevan Karal, Oxford University Press
9. Spoken English, Sabina Pillai, Oxford University Press

Dr .B.V.H. Kameswara Sastry

LESSON- 6

WRITTEN COMMUNICATION

OBJECTIVES:

After studying this lesson, you should be able to:

- Describe the different types of Written Communication.
- Understand the principles of Written Communication.
- Differentiate among Visual and Audio Visual Communication.

STRUCTURE:

- 6.1 Introduction**
- 6.2 Written Communication**
- 6.3 Types of Written Communication**
- 6.4 How to achieve effective written communication?**
- 6.5 Easy Ways of Effective Written Communication**
- 6.6 Things to Avoid in Professional Written Communication**
- 6.7 Advantages of Written Communication**
- 6.8 Disadvantages of Written Communication**
- 6.9 Principles of Written Communication**
- 6.10 Visual and Audio Visual Communication**
- 6.11 Advantages of Visual and Audio Visual Communication**
- 6.12 Silence**
- 6.13 Summary**
- 6.14 Technical Terms**
- 6.15 Self Assessment Questions**
- 6.16 Suggested Readings**

6.1 INTRODUCTION:

Writing as a form of communication has been a tradition as old as the oldest civilization in the history of humanity. Whether it is merely to record the information for the reference of later generations or better expression of oneself, writing has always been an excellent form of communication. It has evolved a considerable measure. Writing is now used as an extensive form of communication. It has even developed into various types that can thus be used depending on the need. In this method, communication is written in words or symbols and is transmitted via e-mail, letter, memo, etc. In recent years, many social media platforms based on Internet are available, where written communication is posted. This mode of transmission

is meant for mass circulation, instead for an individual written communication is most commonly used in business and its contents, vocabulary, style, precision and clarity are very important achieving its objective.

6.2 WRITTEN COMMUNICATION:

Any type of interaction that makes use of written words can be referred to as written communication. Written communication and oral communication are the two basic types of communication. While verbal communication is effective, written notification is considered more formal in most cases. In the modern world, it has become a necessity, and most businesses rely on it. Different forms of written communication that are used often in business and are effective are memos, bulletins, electronic mails, job descriptions, reports, employee manuals, etc.

6.3 TYPES OF WRITTEN COMMUNICATION:

There are many different types of written communication in the case of a business that can be used for some purpose or another. But all of these can be classified into three different types. These are as follows:

6.3.1 Transactional Written Communication

It refers to those written communications where a message is sent to get a response from the reader. It includes requesting a meeting, asking a favor, or a quick clarification. The sender can choose the tone and voice because, ultimately, they will receive a message back. The best medium for this is usually an online medium. It is the fastest medium and thus most appropriate for transactional written communication purposes.

6.3.2 Informational Written Communication

It includes the sender delivering a message for the benefit of the receiver. It is less dependent on the reader, and thus no response is required here except in case the reader has some queries or doubts.

It can be done through offline or online channels. Examples of this can be an email or a memo sent to an individual or a group.

6.4 HOW TO ACHIEVE EFFECTIVE WRITTEN COMMUNICATION?

Effective written communication is made of five elements. These are:

1. Conciseness

Written communications need to be concise. The goal is to get your point across to your reader quickly and directly. When there are too many other words and no direct point, it does not get the desired results.

2. Clarity

This is essential to make your reader understand what you are trying to convey. When you have clarity in your writing, even if the reader does not understand your content thoroughly, they

will know what doubts and questions they need to ask to understand it further.

Clarity can be achieved by writing in simple language and providing specific and robust information.

3. Active voice

Active voice is simpler and more comfortable to follow as compared to passive voice. Thus it is advisable to use active voice in your writings rather than a passive voice.

4. Tone

Tone concerns itself with the way you are writing and the emotions it conveys along with the reactions it extracts. The tone should always match your relationship with the readers. For example, written communication in case of business must always be professional.

5. Grammar and Punctuation

Correct grammar and punctuation make the writing more appealing and prove your point more accurately.

Other tips and tricks that can be followed to improve written communications are:

- You must know your goal and target audience before writing.
- Include the details that are important to know.
- You can make use of outlines to present a clear and well-organized report.
- It is crucial to edit your work thoroughly.

In addition to these, let us now have a look upon some of the easy hacks of effective writing communication to improve your business skills-

6.5 EASY WAYS OF EFFECTIVE WRITTEN COMMUNICATION:

Solid written communication abilities are essential to channel growth in your profession.

So the question that pops up here is how to make your written communication correspondence compelling in a contemporary business scenario? The very primary thing here is being exact, precise, and making your messages concise.

Here are 4 viable written communication hacks to assist you in your business communication, whether it's a business letter, email, memo or any other form of business content-

1) Choose the right stationery

To be highly impactful, your written communication in business is best channelized utilizing the right business stationery.

This implies that your business letter ought to be written or printed on the letterhead of your company. Even for the memos and other forms of communication, the same rule is applied.

When sending emails, you should add the logo of your company to the message.

You should also utilize your discretion for incorporating other company details such as contact numbers, office address, and email address, and so on to your message.

2) Use simple language

For effective written communication, you should maintain a strategic distance from complex words. It is suggested to utilize simple words and short sentences to make your piece brief and direct. You should also utilize specialized or technical language or jargon just when essential – like when you are talking about technical kinds of stuff or specific information. Excessive

use of capital letters in your message suggests that you are SHOUTING at the beneficiary. Along these lines, simply dodge using CAPS LOCK in your written pieces.

3) Write a well organized/structured message

When you use a well-structured message, it will have an introduction, a body, and afterward a conclusion, ideally one paragraph for each section. It should include the purpose behind the communication in the intro segment.

Then you should give topic details in the body section so that it can be longer than one paragraph. You should also try to restrict the whole communication to a single page.

Finally, you wrap up with a summary and a CTA in the end. CTAs or Calls to Action imply that you are requesting the beneficiary to perform a specific action like calling or emailing you back.

4) Always proofread

To optimize your written communication, you need to remember to proofread your content piece. You should read cautiously and utilize the proofreading tools to address any sort of mistakes in your content pieces.

If you make spelling or grammar mistakes in your piece, it makes a wrong impression on your professional image, particularly when it is written communication in business. For result-driven trust-building with your audiences, you should always proofread your content. Along with these tips for effective written communication, you should also be aware of different things that you should avoid your written content pieces. Let us go through them as well-

6.6 THINGS TO AVOID IN PROFESSIONAL WRITTEN COMMUNICATION:

Along with knowing all things essential to include in your written pieces, it is additionally imperative to comprehend what to avoid for making your content pieces effective. Here are a few points of avoidance to pay heed upon-

1. Avoid utilizing language that can befuddle, obscure or insult the readers

While writing, you should understand that the more basic and direct your language is, the more powerful its impact will be.

You should avoid slang, sarcasm, mockery, irreverence, plus you should also limit the utilization of jargon, technical phrases, or some buzz expressions.

You should come to your meaningful conclusions plainly and briefly, so don't distract your reader with superfluously huge or improper words.

2. Avoid misspellings, lousy sentence structure, inadequate sentences, or long passages

This is quite obvious for sure. You'd be astounded at what numbers of documents are shared and immediately diminished by such rudimentary slip-ups of language structure and writing style.

You have to avoid all such mistakes. Spell checking, proofreading, and editing resemble are inevitable for avoiding all such issues.

3. Avoid overwriting in your written pieces

While doing written communication, overwriting is a common issue that you should always avoid. You should utilize the words correctly, financially, and precisely.

That is why, while writing, you should remember that, like every other person these days, your readers also have a limited measure of time to go through your written piece. Therefore, it is essential to make the most of your words.

Your written pieces should be fresh, clear, and compact to optimize your chances of gaining favorable outcomes from your written communication.

4. Avoid quickly distributing whatever you have written in an elevated enthusiastic state

When you write a piece in a heightened emotional state, aggravation, or anger, it is suggested to wait for at least 24 hrs before publishing that.

Does not matter how enticing it might seem; you should avoid publishing it. Consider it and check whether you have a similar feeling the following morning or not. For effective written communication, you should manage not only your writing but also your emotions.

6.7 ADVANTAGES OF WRITTEN COMMUNICATION:

The written communication has several advantages:

- It is a permanent record and can be used as reference in future.
- The sender can write and re-write to make it error free before sending.
- The presence of the sender and the receiver is not required.
- Sometimes there are complex matters that cannot be talked over in a satisfactory manner.
- In the written communication, complex matters can be explained.
- Being a written document, there are no chances of misconception.
- The message can be sent to a large number of people.

6.8 DISADVANTAGES OF WRITTEN COMMUNICATION:

The written communication has some disadvantages too:

- It is time consuming.
- If the sender does not have good command on the language, he/she has to struggle to write the message.
- A poorly written communication may create poor impression.
- Feedback is not instant.
- There is no personal touch.

6.9 PRINCIPLES OF WRITTEN COMMUNICATION:

The following are the six principles of written communication.:

1. **Clarity:** Written communication requires clarity of thought and clarity of expression like using simple words, active construction, avoiding ambiguity and Jargon, using simple sentences, etc.
2. **Completeness:** The writer needs to check the completeness of the message. He should verify whether all questions are answered in the message or not.
3. **Conciseness:** Brevity is very important for effective writing. The writer should include only relevant facts and avoid repetitions.

4. **Consideration:** This principle advocates that the writer should convey respect to the reader in his writing. It is always better to emphasize positive and pleasant facts. The writings should reflect the integrity of the writer.
5. **Courtesy:** According to this principle, courtesy will be observed through promptness in writing and giving replies, avoidance of imitating expressions, sincere apology for an omission and generous thanks for a favour.
6. **Correctness:** According to this principle, the writer should give correct facts in the message. The message should be sent to the reader at the right time and in the correct style. Written communication is accurate and serves as a permanent record. One can reach a large number of people through this media simultaneously. You can also fix responsibility to the people through this communication. However, written communication is much time consuming and more expensive when compared to oral communication.

6.10 VISUAL AND AUDIO VISUAL COMMUNICATION:

It has been pointed out above that written or oral communication alone has certain limitations which may create poor impression on the recipient and the desired result is not achieved. In order to overcome this difficulty, many business organization now use various visual aids, such as pictures, progress charts, maps, graphs, etc. These communication pictures in aid to the oral presentation can create powerful impression, as a proverb goes, “A picture is worth a thousand words”. Sometimes, presentation of statistics in words alone is not sufficient to create the desired impact. For example, in a meeting of the company directors, CEO wants to emphasise that sales of the company products increased four times over this time last year, his words alone may not get the desired attention. But he/she also displays a bar graph depicting growth in sales figures, it will have dramatic effect on the audience.

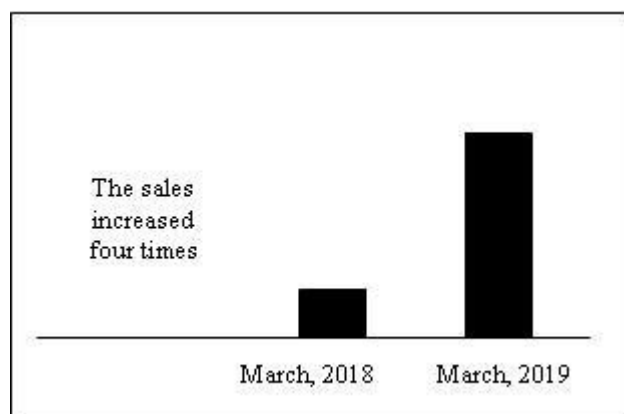


Figure 6.1: Use of Bar graph in Aid of Spoken Words

But in such presentation, care should be taken that there is no contradiction between words and the picture. Audio-visual communication is a combination of sight and sound. Now big business organizations use this mode of communication extensively particularly for training programmes, publicity, mass education and mass propaganda. Short telephone are frequently used to popularize their production and for advertisement on TV. The working of a new

product, such as instrument or software can be effectively demonstrated with the help of this mode of communication.

6.11 ADVANTAGES OF VISUAL AND AUDIO VISUAL COMMUNICATION:

There are certain advantages of visual and audio visual communication mode which are discussed below:

- **Popular:** Technological development has facilitated audio-visual communication to become very popular.
- **Supports oral communication:** The use of graphs, pictures and diagrams etc. makes the communication more attractive and easily graspable.
- **Easy presentation of complex data:** Complex data can be presented in an easy and understandable manner in the form of graphs, pictures and diagrams.
- **Helpful for rural clients:** Visual and audio visual communication is very helpful particularly for the rural population where the percentage of the illiterate and semi-literate people is higher. They can understand the information presented visually in a better manner.
- **Saves time:** It saves time as a large number of people can see the presentation at the same time.
- **Decision making is quicker:** As the data are presented visually, they can be understood and followed more quickly. The queries can be clarified during the presentation itself. It makes the decision making process quicker.
- **Helpful in publicity:** Attractive designs influence the people and facilitate publicity.

Besides advantages, there are some disadvantages also which are described below:

- **More expensive:** Preparation of designs, graphs, etc. involves higher expenses because it requires special software and skilled persons.
- **Time consuming:** The process of preparing visual presentation requires more time.
- **Some times more complex:** Presentation of complex data through graphs and bar diagrams may make the presentation cumbersome. As a result, it may be difficult for the audience to understand.
- **Infrastructural problems:** Many institutions and organizations may not have adequate facilities for an effective presentation of video communication. Due to lack of facilities, it may not be possible to prepare high quality of audio- visual aids.

6.12 SILENCE:

Although it may look odd, silence is also a mode of communication. It is defined as a way of communication without words, sign of signals. Apparently, this mode of communication may appear to be without any action, but in fact, it is not necessarily inaction. It can mean a person is anxious or fearful of speaking. Silence may be an indication of agreement, dissent, anger or frustration. Sometimes, silence is rather a golden way of communication, because it may save yourself from embarrassment or losing your job. For example, your boss expresses his opinion about a certain event to which you do not agree. If you contradict him, he may feel offended. Under such a situation, silence is the best way of communication. In day-to- day happenings, you come across many such situations, when it is better to keep silence.

6.12.1 Advantages of Silence Communication

There are some advantages of silence communication as given below:

1. **Saves from embarrassment:** As mentioned above, silence sometimes may save from embarrassment. For example, if you do not agree with the opinion of your boss, it is better to keep silence rather than contradicting him/her.
2. **Self-control:** Silence may be a sign of self-control when somebody talks in an offending language.
3. **Attracts appreciation:** Silence may be appreciated by the people under provocative circumstances.
4. **Gives time to think:** When faced with a challenge, silence gives the time to think about the possible response.
5. **Sometimes more effective:** Abraham Lincoln remarked, "The more a man speaks, the less he is understood". Therefore, as a manager, you should understand the language of silence.

6.12.2 Disadvantages of Silence Communication

There are some disadvantages also of silence communication:

1. **May be misunderstood as shyness:** People may get the impression that you are a shy person.
2. **May infer as lack of confidence:** People may think that you do not have confidence.
3. **People may bully:** By considering silence as a sign of weakness, people may bully.
4. **May be misunderstood as sign of intrigue:** Silence may be taken as a sign of intrigue, because it is difficult to judge about a person who keeps silence. You are required to interpret the language of silence.

6.13 SUMMARY:

Communication is essential to achieve success and thus should be used in a way where it always serves a purpose. Written communication has become a great way of communication, especially in work-related and professional situations. It allows for a less threatening environment. Written communication carefully eliminates the criticality of verbal communication and personal interaction.

It can be used as a supplement for formal as well as informal discussions. Written communication has become an essential part of today's world.

Many firms are even providing classes and help the employees to improve their writing skills.

It is widely used and has many advantages. It is one of the sophisticated forms of communication and has the power to achieve and impart any desired effect and message.

Paying attention to all the tips mentioned above will, for sure, ensure a far more unique possibility of achievements in your professional as well as personal life.

6.14 TECHNICAL TERMS:

1. **Visual:** Relating to seeing or sight
2. **Group Discussion:** A structured conversation where people share ideas, perspectives, and solutions to a topic.

3. **Coherent:** Logically connected or consistently.
4. **Precision:** The quality, condition, or fact of being exact and accurate.

6.15 SELF ASSESSMENT QUESTIONS:

1. What is Written Communication and explain the types of written Communication?
2. Explain how to achieve effective written communication?
3. What are the advantages and drawbacks of Written communication?
4. Explain the principles of communication.
5. Explain the concept of visual and Audio visual communication.

6.16 SUGGESTED READINGS:

1. C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
2. Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
3. Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
4. R. K. Madhukar, Business Communication, SAGE Publications.
5. Business and professional Communication, Texas Aandm. Sage Publications
6. The Basics of Communication, Steve Duck, Sage Publications
7. Professional Speaking Skills, Aruna koneru, Oxford University Press
8. English Grammar, Rajeevan Karal, Oxford University Press
9. Spoken English, Sabina Pillai, Oxford University Press

Dr .B.V.H. Kameswara Sastry

LESSON- 7

NON VERBAL COMMUNICATION

OBJECTIVES:

After studying this lesson, you should be able to:

- Describe the different types of Non -Verbal Communication.
- Understand the effectiveness of Non -Verbal Communication.
- Differentiate among Verbal and Non -Verbal Communication.

STRUCTURE:

7.1 Introduction

7.1.1 Body Language (Kinesics)

7.1.2 Facial Expressions

7.1.3 Posture

7.1.4 Gestures

7.1.5 Touch (Haptics)

7.1.6 Proxemics

7.1.7 Appearance and Artifacts

7.1.8 Paralanguage

7.2 Verbal vs Non-Verbal Communication

7.2.1 Similarities between verbal and nonverbal communication include:

7.2.2 Differences between verbal and nonverbal communication include:

7.3 Effective Non Verbal Communication

7.4 Summary

7.5 Technical Terms

7.6 Self Assessment Questions

7.7 Suggested Readings

7.1 INTRODUCTION TO NON -VERBAL COMMUNICATION:

The communication without using words, such as gesture, body language, facial expression is called non-verbal communication. Often non-verbal expression supplement the verbal communication, but it may be the only one as mentioned earlier, while giving a speech in a rally, leader often uses gestures, to emphasise certain points. But the teacher may allow a student to enter the class simply by gesture. Non-verbal communication is of the following types:

7.1.1 Body Language (Kinesics)

To communicate with body language is called *Kinesics Communication*. It is a form of non-verbal communication. Kinesics may be defined as the study of the body movements, gestures, facial expressions, etc. as a means of communication. Kinesics is communicating by body movement without uttering any word. It is perhaps the most often used non-verbal communication. The founder of kinesics, Birdwhistell defined it as “Facial expression, gestures, posture and gait, and visible arm and body movements”. He argued that all body movements convey meaning. Some Kinesics movements and their implied meaning are shown in Fig. 7.1.

Tired Sorry



Source: Art of living

Source: Dictionary.com



Please

Listen

Source: Baby Sign Language

Source: iStock Figure 7.1: Some Kinesics Movements and their Meaning

7.1.2 Facial Expressions

Face is the most expressive part of the body. The types of facial expressions distinctly reveal happiness, sadness, fear and anger (Fig. 7.2).



Source: Discover Magazine Figure 7.2 : Facial Expressions

The expressions and their meaning are almost universal across cultures. You can see all these expressions on the face of a body on different occasions. From the facial expressions of a speaker, it is possible to infer whether he is confident, excited, angry, shy, confused or tired. A slack face of the speaker may indicate that he is not comfortable with his speech.

7.1.3 Posture

Posture is the way a person stands or sits. The posture of a person while speaking indicates his mental state (relaxed, confident, attentive or impatient). A lot can be inferred about the social standing of a person by observing his/her posture. An open posture displays friendliness, warmth, and positivity. In open posture, one sits straight, feet spread wide open and palms facing outwards. A relaxed facial expression with good eye contact shows receptivity. On the other hand, a closed posture displays boredom, indifference and negativity. In this posture, one sits in a hunched forward position with crossing legs, showing the back of the hands with clinched hands.

In a confident posture, one walks straight with full height, holding head high, keeping gaze at eye level and pulling shoulders back with relaxed legs and arms. A confident posture is a sign of authority and leadership. Hunched shoulders with incoherent walking indicate lack of confidence and low self-esteem. Some postures are shown in Fig. 7.3



designed by freepik.com

Source: freepik.com Figure 7.3: Postures

7.1.4 Gestures

Gesture is another non-verbal communication in which bodily parts of the body particularly hands and face, move to communicate message, either in place of, or in conjunction with speech. There are three main types of gestures: adaptors, emblems, and illustrators. Adaptors are touching behaviour and movement that can be targeted towards the self, objects or others.

In general it results from anxiety or uneasiness. Emblems are gestures that serve the name purpose as a word.

A hitchhiker's raised thumb, or the "Ok" sign with thumb and index finger making a circle with other three fingers sticking up are the examples of emblems.

Illustrators are the gestures to indicate the size or shape of an object. Illustrators are used subconsciously and are largely involuntary. Another example of illustrators is to make gestures while speaking on telephone although the other person is not seen.

7.1.5 Touch (Haptics)

Haptics is the notion of interaction through touch. The non-verbal form of communication, touch, carries ethical and moral implications in educational practice (Simons 2014). A pat by the teacher on the back of the student is a sign of encouragement and it is many times more powerful than a verbal communication. Geng (2011) emphasises that touch can be an

effective tool in order to control students with attention deficit hyperactivity disorder. Haptics is the study of the non-verbal communication that is transmitted via the sense of touch. Touch may be of several types, such as functional, professional, social-polite, friendship- warmth, etc. At the functional-professional level, touch is related to a goal meaning some specific action.

But at the social level, socially sanctioned touching behaviour helps initiate interactions. For example, a handshake is a sign of welcome with warmth, but a prolonged handshake may be inappropriate. A pat on the shoulder or back of a junior colleague is a sign of congratulations or encouragement. Thus, touch may have different connotations on different occasions and between people from different backgrounds.

7.1.6 Proxemics

It refers to the study of human space and distance in communication. While talking to an unknown person, we keep a safe distance and if come closer, we feel uncomfortable. But while conversing with a friend, this space, shrinks. Thus, there are different space depending on the relationship between the persons communicating. In general, there are four types of space people use while communicating.

(i) Public Space (12 Feet or more): This is the least personal of the four zones, and is typically used when a person is delivering a formal speech. A powerful or high- profile person, such as CEO of a company maintains this distance.

(ii) Social Space (4-12 Feet): It extends from 4 feet to 12 feet away from the body. This distance is optimum for professional or social conversation, but not for the personal or intimate communication. Normally while conducting Board's meetings, this space is maintained, because it reduces the possibility of any impropriety. In fact, in the classrooms, this space is maintained which provides better chances of the interaction of students with the teacher. After the class, students interact with the teacher standing four to five feet away, keeping them in the

other part of the social zone, typical for professional interactions. However for discussing some personal problem, student may come in the inner part of the social zone of the teacher.

(iii) Personal Space (1.5 – 4 Feet): This is also known as “Personal Space Bubble”. It starts from the body and extends to four feet. This is the zone for communicating with friends and close acquaintances. Although two persons talking to each other are quite close, still they talk friendly but not intimately. This is the reason why even friends feel uncomfortable if they spend too much time in this zone. In fact, this zone is divided into two subzones. The outer personal zone extending from 2.5 to 4 feet is useful for private conversations. With the people who are not interpersonal close. Professional private conversations usually take place in this zone. The inner-personal zone extends from 1.5 to 2.5 feet and is reserved for the people who are interpersonally close or are trying to be close. In this subzone, people can touch other while talking displaying their closeness.

(iv) Intimate Space: If people come closer than 1.5 feet, they enter intimate zone. This zone is reserved for closest friends, family and intimate partners. A breach of this space can be comforting in same context, but may be annoying and frightening in others.

7.1.7 Appearance and Artifacts

In non-verbal communication appearance also plays an important role, because the first impression on the other person created by how one looks. Appearance has two components: physical characteristics and the artifacts i.e. how the body is covered on adorned. Factors, such as height, physique, shape, weight, etc. contribute to making the physical appearance attractive or otherwise. Although to some extent, one does not have control over these aspects, research shows that an attractive personality has distinct advantage in initiating a communication.

Natural physical disadvantage can be some extent overcome by covering the body with attractive clothes and other artifacts, such as jewellery, visible body art, hair style and other political, social and cultural symbols. According to a research, these changes may induce others to get involved in communication.

It is important to wear clothing appropriate to the occasion. Your credibility can be determined by how you dress. Equally important is well fitting and appropriate fitting clothes. When buttons pucker, you draw attention to your body size exceeding your clothes allotment. The choices we make in the colors we wear, clothing, hairstyle and makeup are all a means of nonverbal communication. Colour psychology has demonstrated that different colours can invoke changes in mood. Physiological reactions of others, their judgment and interpretations can be altered by our appearance. For example, if a woman attending an academic conference wears a highly colourful heavy saree with lot of jewellery, she will be an object of attention with ridicule. On the other hand, if the same woman attends a wedding party in a very simple saree without jewellery, again she may be looked down. Thus, one has to choose artifacts according to the occasion. Physiological reactions of others, their judgment and interpretations can be altered by our appearance.

7.1.8 Paralanguage

Any non-verbal action that supports words is called paralanguage, which is also known as vocalic. According to a study, up to 90 per cent of communication is nonverbal. Getting one's message across is made easier through voice inflection, facial expression and body gestures.

The Scottish academic David Abercrombie commented that while we speak with our vocal organs, we converse with our entire bodies. Linguistic scholars have concluded that communication goes far beyond the words we speak and into the realm of inferred messages and vocal qualifiers. "The boundaries of paralinguage," says Peter Matthews, "are (unavoidably) imprecise."

David Abercrombie remarked, "We speak with our vocal organs, but we converse with our entire bodies. Paralinguistic phenomena occur alongside spoken language, interact with it, and produce together with it a total system of communication. The study of paralinguistic behavior is part of the study of conversation: the conversational use of spoken language cannot be properly understood unless paralinguistic elements are taken into account."

Owen Hargie, Christine Saunders, and David Dickson commented, "Paralinguistics is commonly referred to as that which is left after subtracting the verbal content from speech. The simple cliché, language is what is said, paralinguage is how it is said, can be misleading because frequently how something is said determines the precise meaning of what is said."

For example, while speaking, we may change our tone, accent, pitch, whisper or shout, emphasise certain words. All this comes under paralinguage. Thus paralinguage refers to the non-verbal elements of communication made advertently or inadvertently while speaking.

Often paralinguistics was considered as the "neglected stepchild" in language studies, linguists and other researchers have recently demonstrated greater interest in the field. The rise in recent decades of non-face-to-face communication through email, text messaging, and social media led to the use of emoticons as a substitute for paralinguage.

For Example in India, speaking loudly conveys authority and speaking softly conveys submission. But on the other hand, Indians are often perceived as brash for their loudness by Europeans. In India also, people of different regions speak with different pitch.

7.2 VERBAL VS NON-VERBAL COMMUNICATION:

7.2.1 Similarities between verbal and nonverbal communication include:

- Like verbal communication, nonverbal communication is symbolic. This means that it is ambiguous, arbitrary, and abstract just like verbal communication is. A handshake may be bone crushing to one person but to another it may seem wimpy. And, what do the people shaking hands mean by that handshake? It's all arbitrary. Is the handshake a greeting between coworkers or is it an agreement to something (i.e. "let's shake on it")? It is really an ambiguous, abstract motion.

Like verbal communication, nonverbal communication is governed by rules. The rules are mutually agreed upon between people and develop over time. We know that kissing indicates an intimate relationship and that kissing using your tongue means a really intimate relationship usually involving something stronger than friendship maybe even a sexual relationship.

- Like verbal communication, nonverbal communication may be intentional or unintentional. Sometimes our facial expression may give another the "right idea" or the "wrong idea" depending on how our facial expression is interpreted. Like verbal communication, nonverbal communication is subjective in its interpretation.

- Like verbal communication, nonverbal communication is culture-bound and reflects the values & norms of a culture.

7.2.2 Differences between verbal and nonverbal communication include:

- Nonverbal communication is perceived as more believable than verbal communication. Many believe that what comes out of our mouth might be a lie but our body will never lie – body language is the true communication. If you are ever pulled over for a OWI (operating while intoxicated) or DUI (driving under the influence) and are asked to take a sobriety test – the one where you get out of the car and the cop asks you the questions and you “walk the yellow line” and/or touch the end of your nose and/or stand on one foot – one of the things that policeman is going to watch you for is body language. He is going to be watching to see where you look, your coordination, and your responsiveness to his test questions. FYI: A drunk person will tend to look at their feet or the line right in front of their feet but a sober person will tend to look much further out. And, no, I have never been through this test! I don’t have personal experience with this but I do have a close friend who is a police chief so we’ve chatted about this concept before.

- Nonverbal communication is multi-channeled while verbal communication is single channeled.

Verbal communication comes out of our mouths (if we are deaf, it comes out of our hands through sign language!) but nonverbal comes out of our entire body – hands, facial expressions, body stance, feet placement, etc.

- Verbal communication is discrete while nonverbal communication is continuous. Discrete meaning that verbal communication happens in a given time frame – continuous meaning that nonverbal goes on and on, 24/7, not stopping.

1. Nonverbal communication can supplement or replace verbal communication.

My children know when I give them “the look” that they better straighten up and behave. Sometimes, “the look” is more effective than anything that would ever come out of my mouth.

2. Nonverbal communication can regulate interaction.

If I am chatting with a friend that is rattling along in his communication to the point I get confused, I might put one finger up to stop him so he will clarify what he means or he might even stop his rattling banter so I can comment.

3. Nonverbal communication can establish relational level meanings including responsiveness, liking, and power or control.

When we look others in the eye, we establish a relationship with them - we invite the person to converse with us if we use friendly eyes but we discourage the person by not making eye contact. We use smiles, hugs, and some cultures use kisses as greetings to show that you like someone. We may give someone the "cold shoulder" by deliberately using body language to ignore the person. We exercise power and control through a variety of techniques: we may stand over a person to show our power in the situation or we may encourage the other so sit down to even out the power in a situation.

4. Nonverbal communication reflects cultural values.

When we see the American flag on someone's hat or t-shirt, we know that that symbol represents the cultural value of freedom in the United States. The symbol represents the Constitution, the style of government, the world power our nation has, and everything that

Americans stand behind as a collective culture. When that symbol is burnt, torn or destroyed, many Americans become upset because the destruction of this powerful symbol represents the destruction of our core values: freedom of speech, government by the people/for the people, freedom of religion, etc.

7.3 EFFECTIVE NON VERBAL COMMUNICATION:

You have learnt the verbal and non-verbal communications. Let us now learn how the non-verbal communication can be improved.

It is not only what you say that is important, but it is how you say it that can make the difference to the recipients. Nonverbal messages are an essential component of communication in the communication process.

One should be aware of nonverbal behaviour in the communication process for three major reasons:

- An awareness of nonverbal behaviour will allow you to become better receiver of messages.

For example in U.S.A., one expresses his/her appreciation by showing thumb upward, whereas in India, it is used to request for a lift.

- You will become a better sender of signals that reinforce your idea of communication or intention of communication.

For example, these days, emojis have become very popular while responding to the messages on Whatsapp, e-mail, etc.

- This mode of communication increases the degree of the perceived psychological closeness between yourself and receiver.

For example, sometimes an emoji conveys your response to a message better than words.

Bovee, Thill and Schatzmen have suggested the following to improve non verbal communication skills.

A. Pay close attention to non verbal signals

1. Avoid giving conflicting signals.
2. Try to be as honest as possible in communicating your emotions.
3. Smile genuinely. Faking a smile is obvious to the observer.
4. Maintain the eye contact your audience expects.
5. Be aware of your posture and of the gesture you use.
6. Try to use appropriate vocal signals while minimizing unintentional messages.
7. Imitate the appearance of the people you want to impress.
8. Respect your audience's comfort zone.
9. Adopt a handshake that matches your personality and intention.
10. Be aware of varying attitudes towards time.
11. Use touch only when appropriate.

B. Interpret nonverbal signals carefully.

1. Be aware that people may give false nonverbal cues.
2. Remember, few gestures convey meaning in and of themselves.
3. Consider nonverbal signals in the context of situation and culture.

7.4 SUMMARY:

Communication may be of two types: Verbal communication and non-verbal communication. In verbal communication, message is communicated in the form of words. It can be in oral, written, video and audio-video and silence forms. Non-verbal type of communication includes body language, gestures, facial expression, etc. Although non-verbal communication often supplements verbal communication, it may be the only one also. Body language is called kinesics. Posture of a person while speaking indicates his mental state, relaxed, confident, attractive or impatient. Gesture is another body language using particularly hands and face.

Haptics is the study of the non-verbal communication that is transmitted via the sense of touch. Proxemics refers to the study of human space and distance in communication. There are four types of space people follow while communicating: public space, social space, personal space and intimate space. Appearance and artifacts also play some role in non-verbal communication.

It is important to wear clothing appropriate to the occasion. Your credibility can be determined by how you dress. Equally important is well fitting and appropriate fitting clothes. When buttons pucker, you draw attention to your body size exceeding your clothes allotment. Color psychology has demonstrated that different colors can invoke changes in mood. Physiological reactions of others, their judgment and interpretations can be altered by our appearance.

7.5 TECHNICAL TERMS:

1. **Precision:** Accuracy
2. **Gesture:** Movement of part of the body, especially a hand or the head, to express an idea or meaning.
3. **Proxemics:** A study of human space and distance in Communication
4. **Contradictions:** Inconsistency, i.e. opposite. **Boredom:** Weariness, without interest.

7.6 SELF ASSESSMENT QUESTIONS:

1. What is meant by Non-Verbal communication? Discuss its advantages and disadvantages. How the Non -Verbal communication skills be improved?
2. Describe the differences between both Verbal and Non -Verbal Communication.
3. Discuss proxemics. Explain different types of space with the help of suitable examples.
4. "Paralanguage is a non-verbal communication, but it is always used in conjunction with a verbal communication". Elaborate.

7.7 SUGGESTED READINGS:

1. C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
2. Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
3. Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
4. R. K. Madhukar, Business Communication, SAGE Publications.
5. Business and professional Communication, Texas Aandm. Sage Publications
6. The Basics of Communication, Steve Duck, Sage Publications

7. Professional Speaking Skills, Aruna koneru, Oxford University Press
8. English Grammar, Rajeevan Karal, Oxford University Press
9. Spoken English, Sabina Pillai, Oxford University Press

Dr .B.V.H.Kameswara Sastry

LESSON- 8

FORMAL COMMUNICATION

OBJECTIVES:

- The enable the students to understand the role of communication in the corporate world.
- To see the directions that transmission of communication takes within an organization.
- to identify the nature and purpose of the messages within the organization.

STRUCTURE:

- 8.1 Introduction**
- 8.2 Formal Communication**
- 8.3 Downward Communication**
- 8.4 Upward Communication**
- 8.5 7'C' s of Communication**
- 8.6 Case Study**
- 8.7 Summary**
- 8.8 Technical Terms**
- 8.9 Self-Assessment Questions**
- 8.10 Suggested Readings**

8.1 INTRODUCTION:

Administrative communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals.— William Scott.

Communication transmits a thought, an idea, or a concept of the sender, which is replicated in the mind of the receiver. The aim of communication within an organisation is to lead to actions that fulfill organisational goals. Organisations are concerned with two types of communication: external and internal. This chapter will focus on the nature and purpose of internal communication.

According to Peter Drucker Objectives are needed in every area where performance and results directly and vitally affect the survival and prosperity of a business.

Organisational communication, broadly speaking, is to facilitate achieving the objectives of an organisation. The primary goal of any organisation is to grow, which can only happen when the organisation produces quality output. Managements must communicate effectively with the workforce to ensure that the quality of output is maintained. The workforce should understand that survival of an organisation depends on efficiency of individuals and groups, and produce actions that will achieve these goals. These goals may range from completing a task or mission, to creating and maintaining satisfying human relationships.

Most organisations have a hierarchy, levels of authority and power within the ranks.

Communication is perhaps the unique link that runs through the structure and holds these levels together. Organisations transmit messages with the help of formal and informal networks that exist within its structure. There are normally four communication directions: downward, upward, diagonal and horizontal. The effectiveness, functions and limitations of the various patterns of communication need to be examined.

8.2 FORMAL COMMUNICATION:

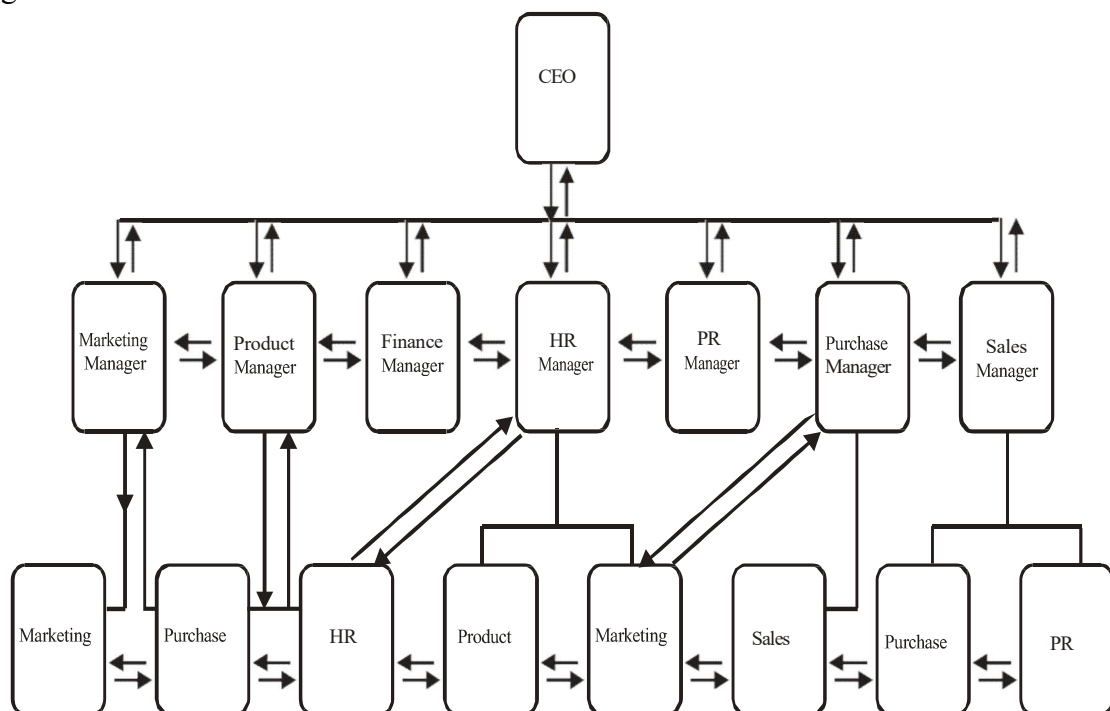
Messages that move along predefined and regulated pathways comprise formal communication. Formal communication may be verbal or written, and may be in the form of letters, telephone calls, computer messages or memos. At times, a gesture may communicate as effectively as writing or speaking. Messages convey decisions and can be transmitted personally, or in writing, or by machines. From the sender, the messages move along designated routes to designated receiver/s, who must act on these messages.

As a general rule, all formal communication is recorded and filed and becomes a part of the organization's record. File copies are retained by the sender and the receiver. Some examples of formal communication include work orders, notices, accounting records and reports, inventory and sales reports, policy statements, job descriptions, work-method protocols.

Communication in an organization serves several purposes. It provides a road map for senders and receivers who must know about the planned action, work in progress, and work results. Next, it provides a place for storage of information that may be required for planning, operations and control.

Formal Channels of communication constitute the formal network of communication in an organisation.

Diagrammatic Illustration of formal network



8.3 DOWNWARD COMMUNICATION:

In Downward Communication, top management of an organization transmits decisions taken by it, along with its intended goals, vision, culture and ethics through various levels of authority. All decisions taken by the top management are passed down the ladder of authority for their implementation.

The messages that flow through this channel are orders, memos, rules, practices, procedures, circulars, regulations. Written orders, bulletins, bulletin-boards, posters, house-journals are commonly used modes of this communication. As it proceeds from superiors to the subordinates, this communication is also called Top-Down Communication.

Downward Communication is needed

- to get the work done
- to prepare the workforce for challenges
- to tackle misinformation and suspicion arising out of it
- to create a feeling of pride and confidence in the workforce in order to motivate it and to boost its morale.
- to transmit work ethics and the organisation's culture

Advantages:

This type of communication demands complete obedience and ensures disciplined, orderly implementation of orders. It leads to efficient functioning of the organisation and eliminates dissent. Tasks and positions of authority are well defined. This brings clarity in the minds of people who are responsible for taking action, thus avoiding confusion. It helps in uniting different levels of authority and brings in team spirit.

[For example, an American or British Crisis Management team in action, or the NSG commandos in action in Mumbai during the terror attack, illustrate how downward communication ensures effective implementation of ideas. Many family-run business houses, too, work efficiently for this reason.]

Requirements:

It is important that the decisions are taken after due deliberation. The vision of the authority must be effectively percolated, so that it correctly and completely reaches the last person in the chain. The authority must set a good example so as to inspire confidence in the subordinates and win their co-operation.

Disadvantages:

Being one-way communication, it can have some glaring disadvantages.

Lack of vision and arbitrary decision-making can prove detrimental and harmful to the organization. Balance in sharing information is important, so is judicious use of discretion. Unnecessary information leaks can jeopardize organizational goals. A reticent authority, unable to share necessary details with subordinates, could prove equally harmful.

A hierarchical transmission of information delays implementation of decisions. Similarly, oral communication leads to information loss, distortion and lack of accountability.

Absence of a feedback mechanism at the subordinate level leads to frustration. As a result,

subordinates develop lack of trust in the authority, and feel exploited, leading to a tense relationship.

8.4 UPWARD COMMUNICATION: ↑

Communication from lower levels of an organization to the top is called upward communication. An organization needs suggestions and feedback from its employees on its routine work, and this system of obtaining employee reactions is known as upward communication.

Upward communication is needed

- to forward employee-feedback
- to report on official matters
- to give voice to the difficulties, grievances, dissatisfaction and work-related demands of employees
- to invite suggestions, creativity and participation in problem-solving
- to create a sense of belonging through participation

Suggestion schemes, complaints, grievance-procedures, counseling, open door policy, exit interviews are some of the common modes of this communication.

Advantages:

It completes the communication chain, as it is essentially a two-way process. Employees feel valued as part of organisational decision-making and their participation becomes constructive. There is trust, and emotional bonding between management and employees, along with understanding and co-operation. When managements invite employees to play their specific roles in achieving the larger organizational goals, they respond with enthusiasm.

The authority earns subordinates cooperation. It benefits from the suggestions and feedback on the decisions taken, helps in evaluating the decisions and modifying them wherever necessary.

Requirements:

If an organisation wants upward communication to be effective, it has to cut down the lines of authority and allow subordinates an easy access to the top management. It has to make the atmosphere in the organisation conducive for upward communication. This involves training executives to listen to communication from employees with empathy and respond to the communication promptly.

[Emergence of the Business Processing Units (BPOs) to address customer complaints and queries is precisely for this purpose. Such mechanisms are needed within the organization as well.]

Disadvantages:

It must be admitted that no mode of communication is fool proof, and this mode, too, is no exception.

Upward communication may not fetch results if subordinates fail to take initiative and participate in the decision making. Long lines of authority, inability of the seniors to listen or to act, create further barriers. Delays due to slow transmission, distortion of communication further hamper the process.

Employees often fail to understand and handle upward communication. For instance, if the employees feel that the management is incapable of taking decisions without their help, or that it is lenient, it might lead to indiscipline and an attitude of non-cooperation in the organization.

8.4.1 Vertical Communication: ↑↓

Most organizations follow a vertical pattern of communication a healthy mix of Downward and Upward Communication. While decisions are finally taken by the top management, there is room for employee feedback. Communication, wherein the management interacts with employees, invites their participation in decision making, creates mechanisms to address their concerns without compromising on its measures of control, is called vertical communication. An understanding of this structure is necessary to appreciate the effectiveness of vertical communication for as Mr. Davar puts it “the lines of authority become the lines of communication for the information”

Such a model of communication avoids the disadvantages of both downward as well as upward communication, and tries to gain from the advantages of both.

8.4.1.1 Horizontal / Lateral Communication:

Communication between persons of equal or comparable status is known as Horizontal communication, viz., clerk to clerk, manager to manager, etc. in every organisation unimportant and routine matters are dealt with other employees without troubling their seniors. Since an organisation is not an arrangement of vertical levels of authority alone, and the nature of work requires team effort, it is imperative that employees at the same level of authority exchange official information.

Horizontal communication is communication that takes place between employees belonging to the same or comparable status. Communication between two marketing managers, or between two directors, is horizontal communication.

Meetings, seminars, inter-office-memos, e-mails are some of the modes of this communication.

Horizontal communication takes place between persons of the same level in the organisation hierarchy-manager to manager, department head to department head, clerk to clerk, worker to worker. Communications between management and trade unions are also horizontal as the philosophy of socialism has given great importance to the role of trade unions in democratic and welfare states. (Externally, horizontal communication takes place when their counterparts in other organisations). In a company in Calcutta a truck driver was the secretary of the trade union. On working days he took orders from the manager(downward communication) about where he should drive the truck but when he entered the manager's cabin to speak or behalf of the union he spoke as an equal(horizontal communication).

Horizontal Communication is needed

- 8.4.1.1.1 to exchange official information
- 8.4.1.1.2 to create understanding and team-spirit among member
- 8.4.1.1.3 to solve difficulties
- 8.4.1.1.4 to seek and extend co-operation
- 8.4.1.1.5 to save time when quick decisions have to be made.

Advantages:

Horizontal communication helps in clarifying doubts, taking quick decisions and eliminating mistrust that may hamper the pace of work in an organisation. It brings about better coordination, builds team spirit and ensures faster implementation of decisions. It also checks the grapevine.

Requirements:

For horizontal communication to be successful, employees must learn to extend cooperation and work towards achieving collective goals. The authority should delegate responsibilities to subordinates in order to quicken the pace of work. Horizontal communication, however, needs to be monitored, as its uncontrolled transmission can invite problems for the organisation.

Disadvantages:

Ungoverned horizontal communication disrupts the lines of vertical communication, which in turn leads to indiscipline. Employees also tend to waste precious time arguing and debating over issues and decisions.

8.4.1.2 Diagonal / Crosswise:

Diagonal or crosswise communication takes place when individuals from different levels interact with one another, outside their reporting relationships. An example of diagonal communication is when a purchase manager, instead of communicating with the assistant purchase manager, or the sales manager, communicates directly with the assistant sales manager. In a complex and multilayered organization diagonal communication

- 8.4.1.2.1 speeds up the flow of information
- 8.4.1.2.2 creates healthy work relationships
- 8.4.1.2.3 brings in proper co-ordination among different sections
- 8.4.1.2.4 makes problem-solving easy
- 8.4.1.2.5 Controls distortion and dilution of message because of direct, inter-level communication.

Requirements:

For diagonal communication to be effective, the organisation needs to create an atmosphere of trust and transparency. Proper Training or orientation to employees to handle this system of communication can lead to their wholehearted participation in the communication process without any reservation or resistance.

Disadvantages:

It is likely to bypass the vertical chain of commands. This may create doubts in the minds of by-passed superiors. For example, an Area Marketing Manager taking a report from the assistant production manager, or sales, or purchase manager, will make their immediate heads/bosses suspicious

It may be seen as interference

It may create doubts about the superior's accountability and co-operation

Decisions thus taken may be resisted by the by-passed authority, and could vitiate the atmosphere of the organization

Thus, diagonal communication could lead to a breakdown of vertical lines of communication and cause complete chaos, or anarchy in the organization

Diagonal communication, though useful, has the basic disadvantages of psychological resistance and leakage of information.

8.5 7 C'S OF EFFECTIVE COMMUNICATION:

There are **7 C's of Effective communication** which are applicable to both written as well as oral communication. These are as follows:

1. **Completeness** - The communication must be complete. It should convey all facts required by the audience. The sender of the message must take into consideration the receiver's mind set and convey the message accordingly. A complete communication has following features:
 - Complete communication develops and enhances reputation of an organization.
 - Moreover, they are cost saving as no crucial information is missing and no additional cost is incurred in conveying extra message if the communication is complete.
 - A complete communication always gives additional information wherever required. It leaves no questions in the mind of receiver.
 - Complete communication helps in better decision-making by the audience/ readers/ receivers of message as they get all desired and crucial information.
 - It persuades the audience.
2. **Conciseness** - Conciseness means wordiness, i.e, communicating what you want to convey in least possible words without forgoing the other C's of communication. Conciseness is a necessity for effective communication. Concise communication has following features:
 - It is both time-saving as well as cost-saving.
 - It underlines and highlights the main message as it avoids using excessive and needless words.
 - Concise communication provides short and essential message in limited words to the audience.
 - Concise message is more appealing and comprehensible to the audience.
 - Concise message is non-repetitive in nature.
3. **Consideration** - Consideration implies "stepping into the shoes of others". Effective communication must take the audience into consideration, i.e., the audience's viewpoints, background, mind-set, education level, etc. Make an attempt to envisage your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify your words in message to suit the audience's needs while making your message complete. Features of considerate communication are as follows:
 - Emphasize on "you" approach.
 - Empathize with the audience and exhibit interest in the audience. This will stimulate a positive reaction from the audience.
 - Show optimism towards your audience. Emphasize on "what is possible" rather than "what is impossible". Lay stress on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

4. **Clarity** - Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Clarity in communication has following features:
 - It makes understanding easier.
 - Complete clarity of thoughts and ideas enhances the meaning of message.
 - Clear message makes use of exact, appropriate and concrete words.
5. **Concreteness** - Concrete communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence. Concrete message has following features:
 - It is supported with specific facts and figures.
 - It makes use of words that are clear and that build the reputation.
 - Concrete messages are not misinterpreted.
6. **Courtesy** - Courtesy in message implies the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message has following features:
 - Courtesy implies taking into consideration both viewpoints as well as feelings of the receiver of the message.
 - Courteous message is positive and focused at the audience.
 - It makes use of terms showing respect for the receiver of message.
 - It is not at all biased.
7. **Correctness** - Correctness in communication implies that there are no grammatical errors in communication. Correct communication has following features:
 - The message is exact, correct and well-timed.
 - If the communication is correct, it boosts up the confidence level.
 - Correct message has greater impact on the audience/readers.
 - It checks for the precision and accurateness of facts and figures used in the message.
 - It makes use of appropriate and correct language in the message.

8.6 CASE STUDY:

Case lets:

1. Suppose Western Railways local train services develop a system failure at 4:00 p.m. in Bandra, just before the peak traffic hour. What kind of communication plan will the Station Master at Bandra have to devise?

Inform superiors: Upward Communication

Inform and instruct juniors: Downward communication
Inform other station masters: Horizontal Communication
Inform commuters: Horizontal Communication

Inform Police, Other Emergency services, News channels: Horizontal Communication.

Think of the Objectives of Communication:

To instruct concerned personnel to attend to repairs, make announcements, draw up a contingency plan.

To report to higher authorities about action taken to provide information to commuters

Tasks:

1. XYZ organisation wishes to introduce computerized services for its customers. Before introducing the new decision, management will have to chalk out a communication plan. What would it communicate to its employees? Which of these objectives, namely, Warning, Information, Education and Training, Persuasion would help?
2. Explain which of the channels of communication should be used in the following situation:
 - (a) The Welcome Committee discussing the forthcoming intercollegiate festival.
 - (b) The Principal informing the Admissions Committee on various modalities of the admission procedure.
 - (c) The Captain of a Cricket Team strategizing with teammates while preparing for the final match
 - (d) Commuters on the railway platform when they hear a loud burst of firecrackers and panic, thinking it's a bomb blast.
3. What objective of communication will work best in the following situations:
 - (a) Kingfisher's CEO addressing the employees of Air Deccan, which he has planned to take over.
 - (b) The Manager of Bank of Maharashtra addressing his staff to inform them about the management's decision to extend work hours from 8.30a.m. To 7.45p.m., in order to survive competition from private banks.
 - (c) Captain of an IPL team communicating with teammates before the match.
4. There are newspapers reports about the merger of ABC Company Ltd with Pro Ltd. Employees at ABC are worried as they have not been given any official information about the merger. They are concerned about their future. What do you think will happen in such a situation? How will this situation affect the employees?

8.7 SUMMARY;

Communication in an organization serves several purposes. It provides a road map for senders and receivers who must know about the planned action, work in progress, and work results. Next, it provides a place for storage of information that may be required for planning, operations and control. Formal Channels of communication constitute the formal network of communication in an organisation. There are **7 C's of effective communication** which are applicable to both written as well as oral communication.

8.8 TECHNICAL TERMS:

1. **Downward Communication:** The flow of information and instructions from Higher - level management to lower-level Employees.
2. **Upward Communication:** A type of vertical communication where information flows from lower-level Employees to the higher -level management within an organisation.
3. **Horizontal Communication:** Information sharing and interaction between individuals

or departments at the same level in organisations.

4. **Diagonal Communication:** It occurs when individuals from different organisational levels and departments communicate directly bypassing the traditional structure.

8.9 SELF ASSESSMENT QUESTIONS:

1. What is Formal Communication and describe the different channels of Formal communication.?
2. State and explain the concept of downward communication.
3. What is the importance of upward communication in Business?
4. List out and explain the 7Cs of Effective Communication?

8.10 SUGGESTED READINGS:

1. C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
2. Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
3. Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
4. R. K. Madhukar, Business Communication, SAGE Publications.
5. Business and professional Communication, Texas Aandm. Sage Publications
6. The Basics of Communication, Steve Duck, Sage Publications
7. Professional Speaking Skills, Aruna koneru, Oxford University Press
8. English Grammar, Rajeevan Karal, Oxford University Press
9. Spoken English, Sabina Pillai, Oxford University Press

Dr. S. Anitha Devi

LESSON- 9

INFORMAL COMMUNICATION

OBJECTIVES:

- The enable the students to understand the role of Informal Communication in the corporate world.
- To see the directions that transmission of communication takes within an organization.
- to identify the nature and purpose of the messages within the organization.

STRUCTURE:

9.1 Introduction

9.2 Informal Communication

9.3 Summary

9.4 Technical Terms

9.5 Self Assessment Questions

9.6 Suggested Readings

9.1 INTRODUCTION:

Administrative communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals.— William Scott.

Communication transmits a thought, an idea, or a concept of the sender, which is replicated in the mind of the receiver. The aim of communication within an organisation is to lead to actions that fulfill organisational goals. Organisations are concerned with two types of communication: external and internal. This chapter will focus on the nature and purpose of internal communication.

9.2 INFORMAL COMMUNICATION:

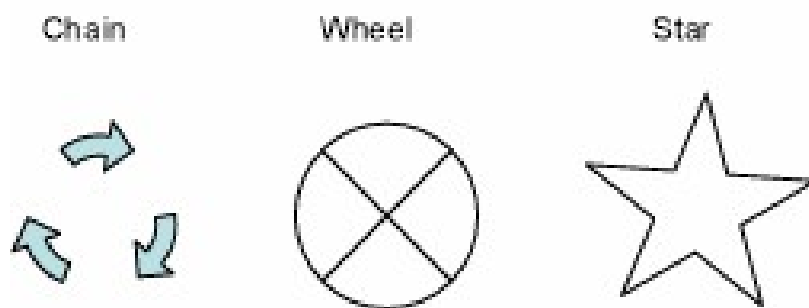
While formal communication channels provide structural direction for transmission and storage of messages required in operations of an organization, it is often unable to meet entire organizational requirements. This gap between the needs of the formal system and that of the total system is bridged by an informal communication system. This system exists along with the formal system and comprises messages, bits of information, opinions, and expressions chosen for convenience and necessity rather than for propriety, or conformity with formal communication patterns. Without these informal pathways it would be difficult to accomplish work. Similarly, meeting the technological, social, economic and psychological needs would be difficult in the absence of this alternative system of communication.

Leon Festinger, [*Informal Social Communication, Psychological Review*] in reporting the results of a number of studies on social communication, found that there are three General sources of pressure that generate informal communication in human groups

1. People need to share and agree on important opinions and attitudes to feel that they belong to a group. Hence, much information is exchanged unofficially within an organization and among members of subgroups, which satisfies the need to conform and to share positions on various issues
2. People need to share their hopes and ambitions with superiors. These communications arise from forces to locomote within a group.
3. People need to express emotions such as joy, anger, hostility, and the like as a means of blowing off steam.

A fourth source of informal communication could be added and is related to the rigidity of the formal bureaucratic structure: the need to bypass official channels for the sake of expediency in getting and giving information about performance on the job.

The different patterns of informal communication network are: Chain Wheel Star



Grapevine:

This is a major informal channel of communication network found in any organisation. This is personal communication which is transmitted between individuals or groups and comprises personal interpretations, opinions, gossip, reactions, hearsay, half-truths. It is an unofficial circulation that makes the rounds in an organisation and, though it lacks credence, the receiver finds it hard to resist.

This kind of communication travels the fastest and has a vast reach. The contents, because of its immense personal appeal, are readily believable.

Since, more often than not, negative information, half-truths, personalized accounts of events, gross distortions are passed on by the sender and taken as true by the receiver, this kind of communication poses a big challenge to any organisation. It often leads to lack of motivation and morale of employees. Management could face greater challenges to maintain trust and factual positions between itself and its employees.

Managements must be fully aware about the potential power of the grapevine. This can often fail formal communication, as it is difficult to trace its origin and is difficult to control or stop completely.

How does management tackle the grapevine? Since it becomes active in the absence of correct and complete information, the grapevine takes over when official channels fail to function properly. Therefore, management must circulate information that is accurate and strengthen upward channels of communication.

To avoid unnecessary grapevine, the organisation must take prompt note of communication from employees. Moreover, if employees feel confident about the management, instances of grapevine will reduce. Management, therefore, must delegate responsibility and entrust employees with specific responsibilities to strengthen trust between itself and its employees.

Some measures to control the grapevine are inviting suggestions, forming grievance and redressal cells, publishing house journals, making effective use of bulletins, notice-boards and an array of employee welfare schemes.

Finally, the management has to be alert and take note when the grapevine becomes active. It has to cut the grapevine with official communication. Or, use the grapevine itself to circulate official information.

Objectives of Communication:

Having understood the official and unofficial directions in which communication flows in an organisation, the next step is to understand what is communicated, the nature of official messages, the reasons for their circulation, and their objectives.

According to Keith Davis, Communication is involved in all human relations. It is the nervous system of any organised group, providing the information and understanding necessary for productivity and morale.

It can be claimed that the two fundamental objectives of communication are to survive and to prosper. The next step is to understand how management uses messages to boost productivity and morale. The following are the objectives of communication:–

1. Information: Keeping employees informed about various developments within the organisation and the milieu in which it operates is the key objective of organisational communication. Equipping employees with the right kind of information helps to empower them.

Employees need to know many things about the organisation. They need to know its culture, its rules and regulations. They need to know about the decisions that require action, about the job, about the prospects, about how the organisation is faring in the market, about their own performance.

Management must provide information that helps employees understand these issues.

To achieve this, both verbal and non-verbal means of communication must be used, and the information circulated should be adequate, correct and complete,.

2. Advice-Counseling: Providing guidance is yet another objective of downward communication. Apart from information, employees also need guidance to effectively handle various assignments. Seniors, experts, experienced persons need to help employees with troubleshooting and crisis management, assisting them in solving problems can forge bonds between employees and the management.

At times, difficulties in work or on the personal front may interfere with the performance of employees. Providing counseling by a professional who can help the employee handle such problems is the responsibility of management.

3. Order and Instructions: Another objective of downward communication is giving directions to the workforce. Any authoritative communication issued by a superior in order to monitor/govern the behavior of a junior is known as an order. When an order is split further to meet specific issues, it becomes an instruction. Orders and instructions are directives that spell out the expected behavior of an employee. These act as measures of discipline and control in the organisation.

While orders are broad, instructions are detailed and specific. Efficacy of this communication depends on how it is spelt out. It should be precise and easily comprehensible, so that it answers all the questions that may arise in the mind of the receiver.

4. Suggestion: To suggest is to put forth an idea as a possibility or an alternative. Instead of communicating to inform or advise, management could choose to make suggestions to its employees. This can help in reducing the distance with the employees, especially because orders and instruction create distance.

Suggestion, however, is used as an objective of mobilising upward instead of downward communication. In order to bring in employees constructive participation, their involvement in the organisation, managements implement programmes like suggestion schemes. Under this programme, employees are invited to put forth their suggestions on the systems of governance and processes within the organisation. Suggestion boxes are installed at various places. Employees are invited to forward their suggestions in writing. They can choose other means, like e-mails, to forward their ideas. These suggestions are scrutinized, tested and, if found practical, the suggested is given a reward in cash or kind.

What is the advantage of such a programme? Besides employee- participation and involvement, such programmes encourage creative thinking and give an exposure to employee talent. Employees feel valued and develop a sense of belonging, as well as responsibility towards the organisation. Managements benefit by being able to pool in ideas that help in the strengthening of its functioning. Such schemes also help in bringing management and employees closer to enable them to work as a team.

5. Persuasion: This is yet another objective of downward communication. Persuasion is an effort to influence the mind, belief system or attitude of a person and to bring about the desired change in his behaviour. Forcing people to accept change does not help. Change has to come from within. Managements have to persuade the public to buy their products and services. They also have to persuade their workforce to adapt itself to the changing demands of the work.

It is a cliché that the only thing which is constant is change. Pace of change is tremendous in today's world. Technology, knowledge is changing constantly, and therefore it becomes imperative for managements to persuade their employees to accept change.

However, changing people is very challenging. People are reluctant to accept changes. They feel threatened and become defensive when their accepted ways are challenged.

A management has to adopt a strategy while introducing any change. To start with, it has to prepare the mind of the employees. This has to be done subtly by winning their confidence and demonstrating how the change will ultimately serve their own interest. Persuasion works only when it appeals to the receiver's sense of reason, and when he is convinced of the

sender's sincerity. A sincere appeal to self-interest impels people to perceive things differently. Finally, management can adopt gentle tactics, instead of using hard reasoning to bring about the desired outcome.

6. Education and Training: Training the personnel and educating them to take up the responsibilities of a given job becomes one of the major objectives of downward communication.

Educating employees is a continuous process in an organisation and is meant for all the levels of authority. Discarding outdated techniques, technologies and installing more efficient systems has become imperative in the current age. Training the workforce to update their knowledge and skills is a challenge to every management. Organising workshops, demonstration lectures, film-shows, and seminars are done on regular basis to meet this objective.

Apart from the work-front, education on the personal front – on grooming, manners, and etiquettes is imparted to employees to enhance the image of the organisation.

7. Motivation: Inducing employees to give their best is one of the major objectives of downward communication. Management has to motivate its employees to ensure highest levels of quality.

Motive is a powerful force, an inner drive that energizes an individual to make a focused effort to achieve her/his goal. To motivate is to appeal to this force, so that dedication towards a particular job is at the highest level. It is not possible to achieve this by either coaxing or commanding. Motivation means that inner state that energizes, activates, or moves and which directs or channels behaviour towards certain goals. Self-motivation involves drive and effort on the part of an employee.

An employee takes up a job to earn her/his livelihood, to win recognition, to reach the peak of her/his/ abilities, to achieve excellence, to establish satisfying relationships, to earn job satisfaction. If management could appeal to this strong aspirational force and channelise it to fulfill organisational goals, it can achieve wonders. Motivating employees by creating conditions so that their potential is maximised becomes one of the major strategies of downward communication.

An employee feels demotivated when his effort goes unnoticed and unrewarded, when s/he is unable to fulfill personal goals, when there is no support from the management, when there is a lack of communication between her/him and the management. Such a worker discharges her/his duties in a listless manner, and is not particularly bothered about the quality of her/his output. The corporate world cannot afford to work with a bunch of demotivated employees.

Motivating employees is a continuous process. The first task of management is to help employees set goals [personal as well as organisational] and create conditions that will help them to reach these. Setting up the right kind of justice and reward system and inviting the employee's participation in decision-making is yet another way of motivating the employees.

While managements have to work towards creating external conditions for motivating employees, they also have to work towards creating conditions that self-motivate the

employees. It can work towards creating the right kind of emotional environment, where there is clear communication between itself and the employees, and where employees feel free, trusted and secure.

8. Raising the Morale of Employees : The dictionary meaning of the word morale is confidence, determination. Morale, as commonly seen, is the mental strength of an individual. The state of morale impacts work performance of the individual. If morale is high quality of work is high. If morale is low, the quality of work is poor.

Morale is that factor which gives the individual confidence. Employee confidence is high when there is adequate infrastructural support, facilities for training, opportunities for growth; where systems of rewards and punishment are in place, and there is a strong leadership that generates a sense of direction and control. In such an atmosphere employees learn to view their work positively.

Poor morale results from distrust in management on account of its failure to provide basic work standards, such as lack of facilities for training, absence of prospects, absence of systems of governance, lack of direction on the part of top leadership, and lack of trust in management on account of its poor communicating skills.

In the field of sports, one can see the difference in the morale of the Indian hockey and cricket teams. Indian hockey, or any other sport, is not able to produce the kind of result that is produced by cricket, because the morale of the hockey team/ other sports persons is low.

Since the state of morale adversely affects the work performance of the organisation, boosting the morale of the employees is one of the most important objectives of downward communication.

Management can boost the morale of its employees by giving basic infra-structural support, creating systems that reward effort, strengthening its official channels of communication, encouraging upward communication, controlling the grapevine, and taking measures to earn the trust of the employees.

9. Warning and Reprimand: Management, at times, has to issue a warning to an erring employee. To warn is to inform a person of unpleasant consequences. When all other alternatives fail, warning the erring employee becomes imperative. Management uses this form of communication sparingly, and only when it desperately needs to control, or modify certain behaviour that interferes with the organizational norms and discipline.

Management begins by bringing a misdemeanor to the notice of the employee concerned. S/he is asked to change her/his behaviour; but if the employee fails to do so, the management issues a soft, oral warning. From reprimands to warning is how managements proceed to discipline an employee. This gives the erring employee an opportunity to correct himself. If the employee ignores this opportunity and keeps repeating the improper behaviour, he is given a warning in writing. This written warning is called a memo in Indian parlance. The employee can always answer a memo and explain. Normally, after two such memos are issued, the service of the employee is terminated. A written memo makes the employee aware of the seriousness of his offence, and he can choose to correct his ways. A written communication gives the management an opportunity to build a case or charge-sheet against such an employee. This facilitates taking any subsequent legal action against him at a later stage.

9.3 SUMMARY:

An organisation uses official and unofficial channels of communication to circulate messages. The purpose of such communication is to build a healthy partnership with its employees, which lead to enhanced performance individually, and better results collectively.

Organisations communicate information, advice and counseling, orders and instructions to equip the employees with necessary skills. It also educates employees, imparts training so that they can better understand the organisational demands made on them, and are able to carry out specific, assigned tasks. Persuasion, inviting suggestions, motivation helps employees to have the right attitude and willingness to work so that output is maximized.

9.4 TECHNICAL TERMS:

1. **Informal Communication:** The exchange of information in a casual way outside the formal channels.
2. **official channel:** The designated formal platform or channel of communication to share the message or information.
3. **Reprimand:** A formal expression of disapproval.
4. **Morale:** The confidence or enthusiasm and discipline of a person or group at a particular time.

9.5 SELF ASSESSMENT QUESTIONS:

1. What is Informal Communication and describe it in detail?
2. State and explain the types of Informal Communication?
3. What is the importance of Grapevine communication in Business?

9.6 SUGGESTED READINGS:

1. C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
2. Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
3. Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
4. R. K. Madhukar, Business Communication, SAGE Publications.
5. Business and professional Communication, Texas Aandm. Sage Publications
6. The Basics of Communication, Steve Duck, Sage Publications
7. Professional Speaking Skills, Aruna koneru, Oxford University Press
8. English Grammar, Rajeevan Karal, Oxford University Press
9. Spoken English, Sabina Pillai, Oxford University Press

Dr. S. Anitha Devi

LESSON- 10

LISTENING - INTRODUCTION

OBJECTIVE:

To understand the importance of listening in maintaining good interpersonal relationships and getting the work done by the people.

STRUCTURE:

10.1 Introduction

10.1.1 Importance of Listening

10.1.2 Listening as Behaviour

10.2 Stages of Listening Skills

10.2.1 Hearing

10.2.2 Understanding

10.2.3 Evaluating

10.2.4 Responding

10.2.5 Active Listening

10.3 Principles of Listening

10.3.1 10 Principles of effective listening

10.4 Listening Barriers

10.4.1 External Listening Barriers

10.4.2 Internal listening barriers

10.5 Process of Listening

10.5.1 Receiving

10.5.2 Interpreting

10.5.3 Remembering

10.5.4 Evaluating

10.5.6 Responding/Feedback

10.6 Types of Listening Skills

10.6.1 Informational listening

10.3.2 Discriminative listening

10.6.3 Selective listening

10.6.3 Sympathetic listening

10.6.4 Comprehensive listening

10.6.5 Empathetic listening

10.6.6 Critical listening

10.6.7 Reflective listening

10.6.8 Appreciative listening

10.7 Summary

10.8 Technical Terms

10.9 Self Assessment Questions

10.10 Suggested Readings

10.1 INTRODUCTION:

Listening in communication refers to the active process of receiving, understanding, and interpreting verbal and nonverbal messages being communicated by another person. Effective listening requires paying attention, showing interest, and demonstrating understanding of what the other person is saying. It involves not only hearing the words being spoken but also interpreting the tone, emotions, and body language used by the speaker to convey their message.

10.1.1 Importance of Listening:

People spend doing just that – listening. Listening is the most frequent, perhaps the most important type of on-the-job communication. Studies indicate that adults spend about 29.5 per cent of their waking hours listening.

Recent studies that focus on the workplace show that, on average, personnel at all levels spend about 32.7 per cent of their time listening while speaking takes up 25.8 per cent of their time and writing 22.6 per cent. Top executives spend even more time listening than other employees. Listening on the job is not only frequent, it is very important as well. In fact, most managers agree that ‘active listening’ is the most crucial skill for becoming a successful manager. Stephen Covey identifies listening as one of the ‘seven habits of highly effective people’.

Listening can improve work quality and boost productivity. Poor listening skills lead to innumerable mistakes because of which letters have to be re-typed, meetings rescheduled, shipments re-routed. All this affects productivity and profits. Apart from the obvious benefits, good listening helps employees to update and revise their collection of facts, skills and attitudes. Good listening also helps them to improve their speaking abilities.

Despite all these benefits, good listening skills are quite rare in the business world today. As pointed out earlier, a number of studies have revealed that people listen poorly despite the advantages of doing just the opposite.

However, there is hope. Listening is a skill that is a result of learning – it is not “inborn.” We learn to attend to, analyse, and comprehend messages directed towards us, just as we learn other skills. What this means is that anyone can become an effective listener. Further, if the foundations of listening skills are understood, anyone can improve their ability to sort out more fully the meanings of what people are saying to them.

10.1.2 Listening as Behaviour

Listening can be viewed as a form of behaviour that is a part of the communication process – an active effort of attention and perception on the part of the person towards whom the message has been directed. In other words, it is part of the transaction that takes place between people as they communicate.

More formally, listening is an active form of behaviour in which individuals attempt to maximize their attention to, and comprehension of, what is being communicated to them through use of words, actions, and things by one or more people in their immediate environment.

Most people think of listening mainly in terms of using the ears, attending closely to verbal messages. Listening also refers to monitoring the non-verbal and contextual aspects of

messages. Thus, in the simultaneous transactions view of communication, listening includes attending to and interpreting all of the ways in which people use words, actions, and things intended to arouse meanings in their receivers. Thus, it is more than just hearing spoken words. Note also that included in the definition is the concept of “immediate environment.” This refers to the meanings that are included in the source’s message due to the context in which the transmission takes place. Effective listening requires attention to those aspects of a message as well, because they can be both complex and diverse as influences on interpretation.

Example: What we interpret can be very different as we listen to people in familiar and unfamiliar places, to people we know very well versus people we have just met, in-group situations versus one- on-one. Another kind of context is provided by different media that may be part of the communication process – telephone, radio, TV and so on. Each of this set of conditions constitutes a different context, a different environment, that has its own influence on the listening experience.

What something means to us is based on the accumulation of both direct and indirect experiences we have had during our lifetime. This provides for a set of personal internal meaning responses for each of the huge number of symbols, gestures, rules, and so on that make up our language and non-verbal signs.

Only when the sender’s and receiver’s bases of experience are sufficiently similar can meanings of the parties involved be parallel, permitting individuals to share the same interpretations. Comprehension, therefore, depends immediately and directly on the existence of parallel meaning experiences, which can accurately be produced only by effective listening.

The preceding discussion implies that effective listening is no accident – that is not an “automatic” form of behaviour. While it is true that some aspects of listening are habitual or reflexive, others are certainly not. Therefore, we cannot simply stand around talking to people and expect that high quality listening is just going to “happen.” To provide the accurate communication, both parties in the transaction need to be actively and consciously involved in attending to and comprehending what is being transmitted by the other by all of the means we have discussed.

To be done well, listening is something that we must deliberately and consciously manage. In other words, successfully attending to and comprehending what is communicated to us will be achieved only if it is deliberately set as a key objective – an objective we can achieve if we work hard and systematically. Furthermore, it is not a part-time pursuit. We must set this objective whenever we communicate with other people.

At the same time, it is possible to listen too intently. It would be impulsive, unreasonable, and even impossible to give our total attention to what is being communicated to us at all times, in all situations, and via all media. That would be a tidal wave of information with which no normal person could cope.

Furthermore, much of it would be either a ghastly bore or a total waste of time. We can all think of any number of circumstances where we wouldn’t want to involve ourselves intensely in the task of attending to and comprehending whatever information was sent our way.

Stated more simply, an important prerequisite to effective listening is the acquisition of skills in discriminating between what we should pay attention to and what we can safely ignore. The

importance of being able to listen selectively but well is closely linked to the essential objectives or goals of the process.

10.2 STAGES OF LISTENING SKILLS:

The stages of listening skills are as follows:

10.2.1 Hearing

It can be inferred as a physiological process of absorbing sound waves as they travel to the eardrum. At this stage, the brain analyses stimuli and allows only a few to come into focus, which is a key requirement for effective listening. In order to listen effectively, one must accumulate information through listening. The clearer the sound, the easier it is to interpret what is being said.

10.2.2 Understanding

At this stage, the listener identifies the context and meanings of words that are being said. The receiver can make use of the visual and auditory information to understand and try to decipher the meaning of the message. The receiver can also ask a question to better understand the meaning.

10.2.3 Evaluating

At this stage, the receiver gauges' information both qualitatively and quantitatively. Evaluating enables the receiver to decide whether it is necessary to respond to the message or not. The receiver evaluates whether or not the message received from the sender is well-constructed or in disarray, unbiased or prejudiced, true or false, significant or farcical.

10.2.4 Responding

This stage requires the receiver to culminate the listening process through verbal or non-verbal response, this way the listener will get to know that message is delivered and understood. Non-verbal form of response can be nodding, making eye contact, smiling, rolling their eyes, grimacing, or any other body language. The verbal form of response can be raising a question, soliciting additional information, redirecting or changing the focus of a conversation, etc.

10.2.5 Active Listening

As the name itself suggests, active listening refers to listening actively and attentively. To actively listen, the listener has to totally concentrate, understand and respond on what is being said instead of just passive hearing. Active listening is an essential business communication skill and it involves responding to exhibit alertness.

Active listening entails listening with all senses. It also involves providing full attention to the speaker. It is pivotal that the receiver (listener) is seen to be attentively listening. If the sender (speaker) finds out that the listener is not paying attention, the speaker may sense that the talk is uninteresting or does not serve the purpose.

Some of the signs of active listening are as follows:

- Smile
- Eye contact
- Posture
- Remembering

Smile

Smile can be used to exhibit that the listener is paying attention to what is being talked about or as a sign to concur with the speaker. Smile along with the nod of head can be useful to reinforce that messages are being understood.

Eye contact

Active listeners tend to encourage the speaker by maintaining eye contact. Having eye contact combined with smile is a non-verbal sign to bolster the speaker.

Posture

The kind of posture maintained signifies an important characteristic of active listening. Active listeners will lean forward to certain degree and manifest keen interest in communication.

Remembering

Retaining a few important points stated by a speaker or even remembering the name of the speaker can highlight that the messages conveyed have been received and understood or listening was actively done.

Questioning

The listener can showcase that he/she is listening actively by raising the relevant questions or seeking clarification on what is being said. The speaker can also question the speaker in between to check whether the listener is actively listening or not.

10.3 PRINCIPLES OF LISTENING:

Have you ever shut your eyes and listened attentively to the sounds around you? Try it. Do you hear birds chirping? Traffic honking? People talking in the distance? An airplane flying overhead?

You'll be surprised to hear many sounds you generally tune out. All it takes is listening attentively.

Hearing is a natural process in which the ear absorbs sound. However, humans tend to tune out many sounds they hear. Sometimes this even includes conversations. Imagine you're sitting in a crowded bus. The passenger next to you is speaking loudly on the phone. After a while, you focus on something else and tune out the loud conversation.

Despite physically overhearing the entire conversation, you don't remember any of it when you got off the bus. This is because you were simply hearing and not actively listening.

10.3.1 10 Principles of effective listening**1. Stop talking (Don't talk, Listen)**

When somebody else is talking listen to what they are saying, we should not interrupt, talk over them, or finish sentences for them. When the other person has finished talking then we may need to clarify to ensure that we have received their message accurately.

2. Prepare yourself to listen (Relax)

We must focus on the speaker. Put other things out of mind. The human mind is easily distracted by other thoughts –such as lunch, catch the train, going to rain etc. we should try to put other thoughts out of mind and concentrate on the message that are being communicated.

3. Put the speaker at ease (Help the speaker to feel free to speak)

We should remember their needs and concerns. Nod or use other gestures or words to encourage them to continue. Maintain eye contact, to show that we are listening and understanding what is being said.

4. Remove distractions (Focus on what is being said)

We shouldn't doodle, shuffle papers, look out of the window, pick our fingernails or similar. Avoid unnecessary interruptions. These behaviors disrupt the listening process and send messages to the speaker that we are bored or distracted.

5. Empathize (Try to understand the other persons point of view)

We should look at the issues from their perspective. We should not think about pre conceived ideas. By having open mind, we can fully empathise with the speaker. If the speaker says something that we disagree with then we should wait and construct an argument to counter what is said but keep an open mind to the views and opinions of others.

6. Be patient (A pause, even a long pause does not necessarily mean that the speaker has finished):

We should be patient and let the speaker continue in their own time, sometimes it takes to formulate what to say and how to say it. We should never interrupt or finish a sentence for someone.

7. Avoid personal prejudice (try to be impartial):

We can't become irritated and can't let the person's habits or mannerisms distract us from what the speaker is really saying. Everybody has a different way of speaking, some people are for example more nervous or shy than others, some have regional accents or make excessive arm movements, some people like to pace whilst talking, others like to sit still. We should focus on what is being said and try to ignore styles of delivery.

8. Listen to the tone (Volume and tone both add to what someone is saying):

A good speaker will use both volume and tone to their advantage to keep an audience attentive, everybody will use pitch, tone volume of voice in certain situations, these will help us to understand and emphasis of what is being said.

9. Listen for ideas not just words (you need to get the whole picture, not the isolated bits and pieces):

May be one of the most difficult aspects of listening is availability to link together pieces of information to reveal the ideas of others. With proper concentration, letting go of distractions and focus this becomes easier.

10. Wait and watch for nonverbal communication (gestures, facial expressions, eye movements can all be important):

We are not habituated to listen with our ears only but also with our eyes. Means we watch and pick up the additional information being transmitted via nonverbal communication.

10.4 LISTENING BARRIERS:

Unfortunately, there are some barriers to effective listening. These barriers to effective listening can be grouped into two major categories: external and internal.

10.4.1 External Listening Barriers

External listening barriers are easier to manage than internal barriers. They include a variety of environmental distractions that contribute to poor listening but that can usually be avoided or minimized with simple corrections, like removing yourself from the interfering barrier or removing the issue from the area that you are in. External barriers include

- **Noise:** Any external noise can be a barrier, like the sound of equipment running, phones ringing, or other people having conversations.
- **Visual Distractions:** Visual distractions can be as simple as the scene outside a window or the goings-on just beyond the glass walls of a nearby office.
- **Physical Setting:** An uncomfortable temperature, poor or nonexistent seating, bad odors, or distance between the listener and speaker can be an issue.
- **Objects:** Items like pocket change, pens, and jewelry are often fidgeted with while listening.
- **The Person Speaking:** The person listening may become distracted by the other person's personal appearance, mannerisms, voice, or gestures.

10.4.2 Internal listening barriers

Internal listening barriers are more difficult to manage, as they reside inside the mind of the listener. Removing these internal barriers requires a high level of self-awareness and discipline on the part of the listener, like catching oneself before the mind starts to wander and bringing full attention back to the speaker. Internal barriers include

- **Anxiety:** Anxiety can take place from competing personal worries and concerns.
- **Self-Centeredness:** This causes the listener to focus on his or her own thoughts rather than the speaker's words.
- **Mental Laziness:** Laziness creates an unwillingness to listen to complex or detailed information.
- **Boredom:** Boredom stems from a lack of interest in the speaker's subject matter.
- **Sense of Superiority:** A sense of superiority leads the listener to believe they have nothing to learn from the speaker.
- **Cognitive Dissonance:** The listener hears only what he or she expects or molds the speaker's message to conform to their own beliefs.
- **Impatience:** A listener can become impatient with a speaker who talks slowly or draws out the message.

Working through these barriers is crucial to have better listening skills. If a listener can remove these barriers, they will find that they can gain a better understanding of the tasks at hand, communicate more effectively, and achieve greater success in the workplace. Apart from the above barriers there are 11 barriers that make communication ineffective. They are as follows:

1. Physical barriers in communication

Physical barriers can be anything that blocks the ability to hear what is being said. This can include noise, obstructions, and distance. External noise can be anything from a construction site next door to people talking loudly in the office or the sound of traffic outside of your window.

Physical obstructions can be people standing before you at a networking event or someone sitting between you and the person speaking at a meeting. In this case, your ability to listen effectively will also be hindered.

Distance can also be a barrier if you are not sitting close enough to the person speaking or if you have a poor connection when talking on the phone. The further away people are from one another when they talk, the more difficult it can be to hear them clearly.

2. Emotional barriers

Emotional barriers are emotional factors that get in the way of effective listening. These include both positive and negative emotions, such as being excited, angry, upset, or distracted. It's difficult to focus on something else when emotions come in the way of concentration.

For example, if you're upset about something that happened earlier in the day, it will be challenging to focus on what the person in front of you is saying. If you're angry with someone, you're less likely to be very receptive to things they have to say. And if you're distracted by something exciting going on in your life, you won't be able to focus on the speaker very well.

3. Psychological barriers to effective listening

Psychological barriers are similar to emotional barriers, but they are based on our thoughts rather than feelings. Sometimes, we tend to assume we know what the other person is going to say, think about what we're going to say next, or judge the person we're listening to.

For example, if you are talking to someone and start thinking about replying, you will be less effective at listening to what that person is saying. Instead, you'll be focused on formulating your response. This lack of focus can lead to misunderstandings and poor communication.

4. Cultural barriers

Cultural barriers can be seen in both social and business contexts. These could be caused by differences in ethnicity, religion, traditions, or social status. Business cultural barriers arise when there is a difference in how business is done in different parts of the world. This can be because of different laws, customs, or social norms.

For example, in many parts of Europe, it is common to shake hands when greeting someone for the first time or even kiss on the cheek, but in certain places, it is not appropriate to touch a person of another gender that you have just met. This can lead to discomfort and misunderstanding if you are not aware of the cultural differences between you and the person you are talking to.

5. Language Barriers

In our global society, a language barrier is probably one of the most common obstacles to effective listening. It can exist when there is a language difference between the two individuals talking or when one person has a poor understanding of the spoken language.

It is important to note that a language barrier does not have to be an issue of nationality or ethnicity. It could simply be a difference in dialect.

For example, someone from the south of England may not understand someone from the north of England because they speak with a different accent or even use other expressions.

6. Time Pressure

This barrier is based on the idea that people feel they do not have enough time to listen. Time pressure can come from a number of different places, including from within oneself or from an external source.

For example, if you are running late for a meeting, you will probably be less inclined to spend time listening to everyone's ideas than if you had more time available.

Alternatively, if you feel impatient because the person speaking is taking too long, you might feel unable to focus on what they are saying. Because of this, it could be hard to focus on what

the other person is saying, and you may stop listening and start preparing your excuse for leaving.

7. Pace of speech

The speed of speech can often be a barrier to effective listening. When someone speaks too quickly, it can be difficult to keep up and understand everything they are saying.

In some cases, the person speaking fast might be doing so because they are nervous or do not think their listener is interested in what they have to say. Or, sometimes, they are just naturally a fast speaker.

If you feel overwhelmed by someone's fast speech, it can be hard to process what they're saying. This can lead to a lack of understanding and poor communication.

8. Tone of voice

The tone of voice can also be a barrier to effective listening. When someone is speaking in a monotone voice, it's difficult to focus on their message. Or, if their tone is angry and loud, it can cause the listener to react emotionally instead of focusing on what the speaker has to say.

9. Interruptions

Interruptions can come from either side of the conversation, and they can be physical or verbal. A physical interruption might be someone grabbing your arm to get your attention while you are talking or people trying to talk over each other.

Verbal interruptions come in the form of questions and statements. Overlaps happen when both people try to speak simultaneously, and neither will give up their turn to hear what the other has to say. As a result, the message gets lost, and the conversation becomes ineffective.

10. Information overload

When there is too much information coming at someone, it can be challenging to focus on one thing. This often happens in business meetings when people are presenting either new or complex information. It can also occur during conversations when the person you are talking to gives you too much information at once. In either case, the listener will not focus on what is being said and will probably miss important details.

An example of information overload can be found in a business meeting. Imagine you are in a meeting where the speaker presents information that does not seem relevant to your job or tasks. This can cause you to become distracted and lose focus. As a result, you will miss important details that could affect your work performance.

11. Bias

Bias includes prejudice or assumptions about others based only on their appearance, gender, race, religion, and other factors. When we are biased toward someone else, we expect them to act in a certain way based on our assumptions, resulting in poor listening.

For instance, in a multicultural workplace, you often have a group of people who come from different backgrounds and have different physical characteristics or life experiences.

When you are in this situation, it may be easy for you to make assumptions about the people you are working with despite never actually getting to know them. This can prevent you from listening to them effectively because you are not giving them a chance to show you who they are.

These 11 barriers to effective listening can help us improve communication skills and relationships at home and at work. By being aware of these obstacles, we can overcome them and improve our ability to listen effectively.

10.5 PROCESS OF LISTENING:

The process of listening involves 5 steps. They are

- 1. Receiving**
- 2. Interpreting**
- 3. Remembering**
- 4. Evaluating**
- 5. Responding/Feedback**

10.5.1 Stage 1: Receiving

Receiving is the intentional focus on hearing a speaker's message, which happens when we filter out other sources so that we can isolate the message and avoid the confusing mixture of incoming stimuli. At this stage, we are still only hearing the message.

During a crowded event in an outdoor amphitheater, for example, when the person on stage starts speaking, the cheering and/or yelling is sometimes so loud that the speaker can't be heard easily despite using a speaker system. In this example, the difficulty of receiving the message is due to the external noise. This is only one example of the ways that hearing alone can require sincere effort, but you must hear the message clearly before you can continue the process of listening.

10.5.2 Stage 2: Understanding

In the understanding stage, we attempt to learn the meaning of the message, which is not always easy. For one thing, if a speaker does not enunciate clearly, it may be difficult to tell what the message was—did your friend say, “I think she'll be late for class,” or “my teacher delayed the class”?

Even when we have understood the words in a message, because of the differences in our backgrounds and experience, we sometimes make the mistake of attaching our own meanings to the words of others. For example, say you have made plans with your friends to meet at a certain movie theater, but you arrive and nobody else shows up. Eventually, you find out that your friends are at a different theater all the way across town where the same movie is playing. Everyone else understood that the meeting place was the “west side” location, but you misunderstood it as the “east side” location and therefore missed out on part of the fun.

10.5.3 Stage 3: Remembering

Remembering begins with listening; if you can't remember something that was said, you might not have been listening effectively. However, even when you are listening attentively, some messages are more difficult than others to understand and remember. Complex messages that are filled with detail call for keen listening skills. Moreover, if something distracts your attention even for a moment, you could miss out on information that explains other new concepts you hear when you begin to listen fully again.

10.5.4 Stage 4: Evaluating

The fourth stage in the listening process is evaluating or thinking critically about the message. We might think, “This makes sense” or conversely, “This is very odd.” Because everyone

embodies biases and perspectives learned from widely diverse sets of life experiences, evaluations of the same message can vary widely from one listener to another. Even the most open-minded listeners will have opinions of a speaker, and those opinions will influence how the message is evaluated. People are more likely to evaluate a message positively if the speaker speaks clearly, presents ideas logically, and gives reasons to support the points made.

Unfortunately, personal opinions sometimes result in prejudiced evaluations. Imagine you're listening to a speech given by someone from another country and this person has an accent that is hard to understand. You may have a hard time simply understanding the speaker's message.

Some people find a foreign accent to be interesting or even exotic, while others find it annoying or even take it as a sign of ignorance. If a listener has a strong bias against foreign accents, the listener may not even attempt to attend to the message. If you mistrust a speaker because of an accent, you could be rejecting important or personally enriching information. Good listeners have learned to refrain from making these judgments and instead to focus on the speaker's meanings.

10.5.5 Stage 5: Responding Through Feedback

Feedback--response to the message--is the fifth and final stage of the listening process. This stage of listening by the lips because we often give feedback in the form of words, feedback can be either *verbal* or *nonverbal*. Almost anything a listener says or does can be interpreted as feedback. Making eye contact and nodding your head when a classmate or instructor is speaking are examples of positive nonverbal feedback. On the other hand, looking at your mobile phone would likely be construed as negative nonverbal feedback. Positive verbal feedback could be saying, "great job" or telling the speaker you found his or her message interesting.

10.6 TYPES OF LISTENING SKILLS:

The following nine types of listening skills can help you build more effective communication in relationships:

1. Informational listening
2. Discriminative listening
3. Selective listening
4. Sympathetic listening
5. Comprehensive listening
6. Empathetic listening
7. Critical listening
8. Reflective listening
9. Appreciative listening

10.6.1. Informational listening

When you want to learn a new concept, you need to use informational listening to comprehend and retain information. This type of listening generally requires you to increase your attention span and apply focus and concentration skills. To learn something new, you must also use critical thinking skills to understand what you're learning within the context of relevant information.

Some examples of situations using informational listening include:

- Coaching
- Work training
- Self-directed learning at home or work

10.6.2 Discriminative listening

Discriminative listening is a type of listening that you're born with and can improve over time. Instead of relying on words, discriminative listening focuses on tone of voice, verbal cues, body language, and other nuances.

For example, say you ask one of your colleagues if they agree with a certain decision. Even though they say yes, you can tell from their eye contact and body language during your conversation that something is wrong.

10.6.3 Selective listening

Selective listening, also known as biased listening, is listening only for information you want to hear. Selective listening can happen consciously or unconsciously and lead to unintentional misunderstandings or biased decision making.

10.6.4 Sympathetic listening

Emotion is a strong driver of sympathetic listening. Instead of primarily focusing on the speaker's words, the listener focuses on the emotions of the speaker so they can interpret what is being said without judging or interrupting.

10.6.5 Comprehensive listening

Comprehensive listening is similar to discriminative listening in that it is a skill you develop in early childhood. However, unlike discriminative listening, this type of listening requires language skills and is not an innate ability. Instead, you learn basic language and vocabulary skills early in life and continue developing those abilities over time.

1. For example, imagine your colleague is briefing you on a project. To analyze and understand their message, you need to use comprehensive listening. Once you complete the project, you use comprehensive listening when receiving feedback on your efforts.

10.6.6 Empathetic listening

Empathetic listening, also known as empathic listening or therapeutic listening, helps you understand other people's perspectives and visualize yourself in their shoes. Instead of just focusing on the conversation, you use therapeutic listening to relate to a speaker's experiences as if they were your own.

10.6.7 Critical listening

Analysing complex information requires critical listening, which goes beyond simply decoding a message using comprehensive listening. As a critical listener, you apply your knowledge and experience to understand the speaker's message within a broader context.

For example, you'd use this type of listening when determining how to handle an unusual and complex client request. You also use critical listening to analyze solutions offered by others so you can decide if you agree or disagree.

10.6.8 Reflective listening

Reflective listening is a communication style used to actively demonstrate that you hear, understand, and process the speaker's message. Then you communicate the information back to them to confirm it was understood correctly. Focus on hearing the speaker's message. Analyze the meaning of what was said Repeat or paraphrase the message Confirm that you properly understood.

For example, let's say your co-worker expressed anger over not being invited to an important office meeting. You would engage and listen attentively, interpret the information you hear, and then reflect the message back by saying, "It's understandable that you feel angry about being left out of the meeting. What can I do to help?"

10.6.9 Appreciative listening

Appreciative listening focuses on listening for pleasure. It is subjective and centered around your thoughts and emotions. Appreciative listening can even benefit your health and well-being. One example of appreciative listening is music.

10.7 SUMMARY:

Effective listening is an important skill that can help you to communicate more effectively on the job. By paying attention and being present, asking questions and clarifying, showing empathy and understanding, avoiding interrupting and judging, and practicing active listening, you can improve your listening skills and become a more effective communicator.

10.8 TECHNICAL TERMS:

1. **Listening:** It refers to the active process of receiving, understanding, and interpreting verbal and nonverbal messages being communicated by another person
2. **Barriers of listening:** Anything that prevents you from understanding and interpreting what you hear.
3. **Appreciative listening:** A type of listening that focuses on enjoying and appreciating the message, rather than analyzing, understanding, or responding critically

10.9 SELF-ASSESSMENT QUESTIONS:

1. Why is listening important in communication?
2. List out the principles of effective listening?
3. Explain the barriers of communication?
4. What is the role of listening in maintaining good interpersonal relationships?
5. Discuss the process of listening
6. What are various types of listening?

10.10 SUGGESTED READINGS:

1. Bovee and Thill: Business Communication Today, McGraw-Hill, Second Edition
2. Guffey M. E.: Business Communication Process & Product, Thompson, South- Western
3. Level D.A: Managerial Communications, Business Publications, Plano, Texas
4. Pradhan and Pradhan: Business Communication, Himalayan Publishing House
5. Seely J, Oxford Writing and Speaking, Oxford
6. Raman and Singh: Business Communication, Oxford University Press, New Delhi
7. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, Business Communication Today. Ninth Edition. New Delhi: Pearson.
8. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, New York: McGraw-Hill.
9. Lesikar & Flatley., Basic Business Communication – Skills for Empowering the Internet Generation. 9th Edition, McGraw-Hill.
10. Monippally, M M., Business Communication Strategies, Mc Graw-Hill.

Dr. K. Naga Sundari

LESSON- 11

GUIDELINES FOR EFFECTIVE LISTENING

OBJECTIVE:

To understand the guidelines of effective communication and learn art of listening for effective organizational communication.

STRUCTURE:

11.1 Introduction

11.2 Results of Good Listening

11.3 How to Improve Your Listening Skills

11.4 Summary

11.5 Technical Terms

11.6 Self Assessment Questions

11.7 Suggested Readings

11.1 INTRODUCTION:

Effective listening involves more than just hearing what someone is saying. It involves paying attention to nonverbal cues, asking clarifying questions, and responding appropriately. Here are some guidelines for effective listening on the job.

11.1.1 Focus on the speaker

To be an effective listener, you need to give the speaker your undivided attention. This means putting away your phone or other distractions, making eye contact, and actively engaging in the conversation.

11.1.2 Avoid interrupting

Interrupting the speaker not only disrupts their flow of thought but also sends a signal that you are not fully engaged in the conversation. Wait for the speaker to finish speaking before responding or asking questions.

11.1.3 Ask open-ended questions

Asking open-ended questions encourages the speaker to share more information and insights. This type of questioning shows that you are genuinely interested in what the speaker has to say.

11.1.4 Paraphrase what you hear

Paraphrasing shows the speaker that you are listening and helps ensure that you have understood their message correctly. It also gives the speaker the opportunity to clarify any misunderstandings.

11.1.5 Use nonverbal cues to show you are listening

Nodding, making eye contact, and using other nonverbal cues show the speaker that you are engaged in the conversation. These cues also help establish a rapport with the speaker.

11.1.6 Don't make assumptions

Assuming you know what the speaker is going to say or how they feel can lead to misunderstandings. Listen without judgment and give the speaker the opportunity to fully express their thoughts and feelings.

11.1.7 Stay neutral

Remain objective and avoid becoming emotionally involved in the conversation. Staying neutral allows you to focus on the speaker's message without getting sidetracked by your own emotions.

11.1.8 Take notes

Taking notes can help you remember key points and show the speaker that you are invested in the conversation. However, don't take so many notes that you become distracted from the conversation.

11.1.9 Show empathy

Empathy is the ability to understand and share the feelings of another person. Showing empathy can help establish trust with the speaker and create a more positive working relationship.

11.1.10 Follow up

Following up after the conversation shows the speaker that you value their input and are committed to addressing their concerns. It also ensures that you have a clear understanding of the next steps.

11.2 RESULTS OF GOOD LISTENING:

1. Leads to helpful, positive attitudes--by understanding the hindrances that lie in the way of good listening.
2. Permits the speaker and listeners to improve communication because each side is more aware of and receptive to the other's viewpoint.
3. Indicates by feedback to the speaker that listeners are interested; in turn, the speaker tries harder to give his or her best presentation.
4. Helps listeners obtain useful information on which they can make accurate decisions,
5. 5 Creates better understanding of others and thus helps listeners work with others.

11.3 HOW TO IMPROVE YOUR LISTENING SKILLS:

1 Be prepared. For a class, this means completing your reading and assignment responsibilities. For an outside speaker, you can learn something about the speaker, the topic, the audience, the situation even before attending.

2. Accent the positive. "If you have to do it, do it with a positive attitude" is a centerpiece of life.

3. Listen to understand, not refute. Respect the viewpoint of those with whom you disagree. Try to understand the points they emphasize and why they have such feelings (training, background, etc.). Don't allow your personal biases and attitudes regarding the speakers or their views to influence your listening to their message.

4. Focus your attention. Construct a mental outline of where the speaker is going. Listen for transitions and the progression of ideas.

5 Concentrate on context. Construct a mental outline of where the speaker is going. Listen for transitions and the progression of ideas.

6 Take notes. Jot down ideas. Even incomplete sentences or single words will later be a memory jogger of what was said.

7 Curb the impulse to interrupt. This suggestion applies to interviews, conferences, job instructions, and meetings. Listen attentively until the speaker invites questions.

8 Summarize and, evaluate. Restate in your own words-just what you think was said. You should also question evidence used and mentally test the validity of evidence in support of a proposition.

11.4 SUMMARY:

Listening skill is important for every business executive as well as for professionals because it plays a dominant role in career success. Listening contributes a lot in understanding other person totally and to enhance learning. Listening barriers should be overcome by continuous and conscious practice of suspending the judgement, freeing the mind and remaining in present moments.

11.5 TECHNICAL TERMS:

1. **Listening:** It refers to the active process of receiving, understanding, and interpreting verbal and nonverbal messages being communicated by another person.
2. **Appreciative listening:** A type of listening that focuses on enjoying and appreciating the message, rather than analyzing, understanding, or responding critically.
3. **Effective listening:** It is also known as active listening, describes when we concentrate on listening to what someone else has to say.

11.6 SELF ASSESSMENT QUESTIONS:

1. What are the guidelines for good listening?
2. How can one improve listening?
3. By improving listening skills, how can you become an effective communicator?

11.7 SUGGESTED READINGS:

1. Bovee and Thill: Business Communication Today, McGraw-Hill, Second Edition
2. Guffey M. E.: Business Communication Process & Product, Thompson, South- Western
3. Level D.A: Managerial Communications, Business Publications, Plano, Texas
4. Pradhan and Pradhan: Business Communication, Himalayan Publishing House
5. Seely J, Oxford Writing and Speaking, Oxford
6. Raman and Singh: Business Communication, Oxford University Press, New Delhi
7. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, Business Communication Today. Ninth Edition. New Delhi: Pearson.
8. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, New York: McGraw-Hill.

Dr. K. Naga Sundari

LESSON -12

PRESENTATION

OBJECTIVE:

To make the student understand the importance of presentation and create a professional presentation so that he/she is able to gain confidence to present in the corporate world.

STRUCTURE:

12.1 Introduction

12.1.1 Key components of effective presentations in managerial communication include

12.2 Similarities and Dissimilarities between an Oral Presentation and Public Speech

12.2.1 Purpose of a Presentation

12.3 Key Components

12.4 Pre- Presentation Preparations

12.5 Presentation Day

12.6 Summary

12.7 Technical Terms

12.8 Self Assessment Questions

12.9 Suggested Readings

12.1 INTRODUCTION:

In our day-to-day life, we face many situations where we have to convey the information orally to a group of persons. To implement that presentation is considered as one of the most effective method. For creating and delivering good presentation, one has to acquire certain skills known as presentation skills.

As per Collins Dictionary, presentation skills can be understood as the set of techniques and skills required successfully to present oral information to others. Presentation skills are being used in effective delivery of content to varied audiences. These skills generally focus on structuring of the matter, designing of slides, body language, and vocal aspects.

Presentation refers to the process of conveying information to an audience in a clear, engaging, and effective manner. It typically involves the use of verbal, non-verbal, and visual communication techniques to deliver a message, persuade, inform, or motivate a group of people, often within a business or organizational context.

12.1.1 Key components of effective presentations in managerial communication include:

Clarity of Message: Ensuring the main points are communicated in a straightforward and understandable manner.

Audience Awareness: Tailoring the presentation to the interests, knowledge level, and expectations of the audience.

Structure: Organizing content with a clear introduction, body, and conclusion, helping the audience follow the flow of information.

Visual Aids: Using slides, charts, graphs, or other visuals to support and enhance the message.

Delivery: The speaker's tone, body language, and eye contact all contribute to the effectiveness of the presentation.

Engagement: Encouraging audience participation, asking questions, or creating opportunities for feedback to ensure the audience is involved.

In the context of management, presentations can serve many purposes, such as:

1. Providing updates on company performance.
2. Proposing new initiatives or strategies.
3. Motivating or inspiring teams.
4. Conducting training sessions.
5. Reporting findings or research.

Ultimately, a good presentation in managerial communication helps in achieving the desired outcome, whether it's making a decision, gaining support, or enhancing understanding.

12.2 SIMILARITIES AND DISSIMILARITIES BETWEEN AN ORAL PRESENTATION AND PUBLIC SPEECH:

There are lot of discussions about the similarities and dissimilarities between an oral presentation and public speech. Although many of the experts feel that both are very similar, still we can carve out few of the differences.

- Presentations use visuals.
- Presentations are relatively informal than speeches.
- A presentation is delivered for discussing technical and routine matters.
- Presentations are delivered before a smaller group.
- Discussions and query handling is an essential component of a presentation.
- A presentation involves measuring the performance after its delivery.
- It can be delivered while sitting.
- Speaking is not necessary all the time, self-explanatory visuals can be used.
- A presentation can be delivered in group.

As far as delivery techniques and preparation by the presenter issues are concerned there exists a high level of similarity between oral presentation and public speech.

12.2.1 Purpose of a Presentation:

Whenever a presentation is delivered, it must serve certain purposes or meet specific objectives. Broadly, a presentation serves following purposes:

Provide information or giving instructions

Providing information or giving instructions to the audience is the most common purpose of a presentation. When a manager has to inform about the efforts made by their team and outcomes there of then presentation is a good option. Similarly, for passing on instructions to a group of people attending a training program, presentations are being used. The goal here is that everyone listening to presentation clearly understands and follows the instructions.

Convince: Another situation when a presentation is adopted as a tool of communication is for persuasion. The convincing purpose of presentation states that after attending the presentation, listeners will agree to your proposal. A sales presentation falls under this category where a salesperson tries to convince the potential buyers to place an order after the completion of the presentation.

Entertain: Entertainment purpose of a presentation is applicable in relatively more informal situations like celebrating success, promotion parties, during induction or retirement occasion. During these situations, humor is an essential part of the presentation.

A presentation can aim to fulfil all the three purposes and a good presenter can achieve all the goals simultaneously.

12.3 KEY COMPONENTS:

Following are the key components in a standard presentation scenario:

A topic serving the purpose of the presentation: It is one of the first steps for any presentation. Generally, the topic of presentation is assigned or known in advance to the presenter. Sometimes the presenter is asked to choose a topic. Whatever the case may be, presenter has to ensure that the chosen topic must serve the broader purpose of the presentation.

A presenter: A presenter is a person who is being assigned a responsibility to present on a pre-decided topic.

An audience: Audience is a group of persons (relatively smaller) for whom the presentation is being organized.

A venue or location: It is the physical place where the presentation is delivered.

Audio- visual aids: These are the supporting aids that are being used by the presenter to increase the effectiveness of the presentation. These aids generally support the audio and visual requirements of the presentation.

Time limit: Every presentation has a time limit for its completion. It is essential on the part of the presenter to stick to the given time limit for improving the effectiveness of the presentation.

12.4 PRE PRESENTATION PREPARATIONS;

Pre- presentation preparations point out towards the homework that a presenter has to do before the delivery of a presentation. Preparation done by presenters prior to the presentation,

remarkably improve their confidence level and eventually their performance during the presentation. Pre- presentation preparations include the following constituents

Inspection of venue: Obtaining prior information about the venue is always helpful to the presenter. In order to have best idea about the venue, it is suggested to visit (if possible) the venue prior to the presentation. Otherwise also, you can request for the pictures of the venue where presentation is scheduled. With this effort, as a presenter you will know in advance about the size of the room, seating capacity and arrangement, acoustics, location of windows and doors, and other facilities available like projection, speakers, air-conditioning, lighting etc. It will also help you in deciding about usage of audio- visual aids.

Get an audience profile: It is the audience for whom the presentation is being organized. As a presenter you must get the information about the audience to whom you are presenting. The way you will organize your presentation is highly dependent on the profile of your audience. For a creating a good audience profile, you must ask following questions:

- What is the demographic background of the audience in terms of age, sex, status and work experience?
- Why they are interested in attending the presentation?
- Will they cooperate or act otherwise?
- What is their present level of understanding about the topic or subject?

Having a fair amount of information about the group of people attending your presentation not only reduces your anxiety but also helps you in preparing your presentation.

Prepare the presentation: After having some idea about the venue and the audience, the presenter is now ready to start preparing the presentation. For preparation following steps can further be adopted:

Gathering the relevant material: Once the purpose and objectives for the presentation is clear, the next step is to develop the content. For developing the content, it is important to identify the various ideas and sub ideas that would help the audience in understanding the topic of presentation information. After having clarity on main idea and supporting sub ideas relevant material has to be collected from various sources. These sources can be printed material in the form of articles in journals, newspapers or magazines, chapters in books, published interviews etc. Other sources can be through online mode using internet. Search engines can be used to search out the relevant information. For example, search engine 'Google' can be used and advanced search option can be exercised to get the specific search results.

While gathering the information presenter has to ensure that collected information possess something of interest of the audience. The gathered information can be in the form of historical trends, statistical data, pictures or figures, results based on research, a case study etc. Such collection of information can be converted in the form of brief notes or outline.

Preparing outline or notes further enables the presenter in structuring of material at a later stage. Collected material must be categorized into three parts, material which is utmost essential understand the concept, material which improves the clarity of the audience on the concept, and material which is available for presentation if time permits.

Structuring the material: Although we are having our brief outline of collected material still it requires realignment and restructuring to suit the requirements of the presentation. Overall, the contents of the presentation can be divided into three main parts namely, introduction, main body, conclusion.

Purpose of the introduction is to include all that information which is helpful in introducing the topic and provides the overview of the presentation. This part of the presentation is used to set the tone of presentation. In other words, it creates the first impression. The type of information that could be the part of introduction is objective of the presentation, context of the presentation, providing an overview of what to expect during the course of presentation, and the take away for the audience.

Main body of the presentation comprise central thought of the presentation and discusses the main idea at length. Discussion regarding main body also consumes maximum time of the presentation. Here main idea and sub ideas are presented with the help of supporting material. The type of information that could be the part of main body is definitions helping in development of concept, examples, comparisons, statistical information and latest trends.

Conclusion is the last part of a presentation. The purpose of the conclusion is to reinforce and reiterate that has been discussed in the introduction and the main body. A presenter has to summaries the detail earlier discussion in precise and interesting words. It is essential to thoroughly check various points that will become part of the conclusion. Any undesirable mention or discussion during this part can ruin the whole presentation. An interesting quote can be presented to end the presentation.

Preparing the Power Point Template (PPT): For a presentation, generally projection facility is available. It gives an added advantage to the presenter. Preparation for power point slides is crucial for the success of a presentation. Extra care has to be taken while preparing slides. Few guidelines for regarding the PPT are as follows:

- PPT is a supportive tool not the main focus of presentation.
- Presenting one key point per slide is ideal.
- Try to use consistent theme throughout the presentation.
- Do not use light text with light background and vice-versa. Contrast always works.
- Try to have total number of slides in the range of 10-12.
- Avoid too many graphics on a single slide. It confuses the audiences regarding where to focus.
- Try to avoid animation in text. It distracts the audience and many a times highly annoying.
- Use videos sparingly as the audience might feel that presenter is not capable of explaining the content.
- Make sure that your text readable. Use appropriate font size. A font size in the range of 32-24 is acceptable for the main text of a slide.
- Avoid overuse of different colors in a single slide. A feeling of rainbow-like text generally irritates the audience.
- All the slides should be properly numbered.
- Always include any query and thanks slide at the end.
- If a picture or any data is being used, it is important to mention its source.

Decide on audio- visual aids: While preparing for a presentation, a presenter has to decide about various audio and visual aids to be used during presentation. Audio and visual aids

plays an important supportive role during a presentation. Some of the visual aids can be a video, chart, slide, flipchart, white or black board. Any audio file, microphone, speaker etc are the part of audio aids. It is not necessary that every presenter should use visual aids. In case you decide to use such aids, avoid its overuse. Try to integrate these aids with oral presentation and use it only at the relevant point of time. The quality of pictures, graphs, videos should be excellent for facilitating better understanding. Overall, the decision is about whether to use a visual aid, which aid to use, and how much to use.

Deciding Presentation Method: After organizing the information and structuring your matter, it is time to decide on the method of presentation. Broadly, any of the following three methods can be adopted for presentation:

Presenting Extempore: This is one of the most accepted presenting of presenting. It requires division of total matter in parts followed by preparation of notes and cards to aid the presenter while presenting and clarity of thoughts in presenter's mind. Although much effort is required for this kind of presentation but during presentation audience feels that the presenter is speaking naturally and without any preparation.

Memorizing: It is considered as the toughest method for presentation. In this method, presenter tries to memorize the complete matter that needs to be presented. It requires a special ability to memorize the matter to such a large extent. The drawback of this method is, in case you forget a word or two, you get confused initially and nervous eventually.

Reading: Reading the matter of a presentation is generally adopted in a highly formalized situation where error of a single word can prove to be disastrous. Most of the presenters make a mistake by reading in monotone resulting into boredom for listeners. Reading method can be adopted but not for the complete presentation. A presenter can read some of the matter during the whole presentation.

Rehearsal: Once all the above tasks are performed it is time to rehearse. For a rehearsal there is a golden rule, rehearse as much and as many times as you can. Focus areas for rehearsal is to check the time consumed per slide, checking the flow of presentation, establishing coordination between oral presentation and visual aids, practicing voice variation, and getting familiar with the matter to speak.

To conclude pre- presentation preparations: Rehearse! Rehearse! Rehearse!

12.5 PRESENTATION DAY:

After practicing your presentation many times, you are almost ready to deliver an effective presentation. Rehearsal or practice provides you much needed confidence at the day of presentation. A presenter has to further take care of few issues to improve the performance of the presentation. These issues are:

On the Day of Presentation

Punctuality: The presenter must reach to the venue on or before time. This would help in getting familiar with actual setting of the venue and to overcome the nervousness. It also makes a good first impression on the audience. You can also check whether all the audio-visual aids are available and working properly.

Managing vocal components: While presenting, most of the time we are delivering the information orally to the audience. A presenter should focus on all the vocal aspects namely, pitch, rate, volume, quality, and pause.

A pitch is tone of sounds: A pitch brings variation in sound while speaking. It can be monotone, high or low. If the speaker brings no variation in the sound while speaking it becomes monotone. Audience are less interested in listening to monotone. A variation can be created by putting stress on important words while delivering the presentation. A variation of sound during speech keeps the audience alert and interested in your presentation.

Rate: denotes the speed at which you are speaking the words. A presenter has to control the speed of the words spoken. Generally, 120 words spoken per minute are acceptable to audience. If you are too slow, you would be termed as a dull speaker. On the other hand, if you are too fast, audience would fail to understand the content.

Volume: refers to the power of sound. It decides whether the presenter is audible or not. A presenter needs to adjust their volume considering the size of audience, room size, noise level, availability of amplifiers, and venue.

Quality: is considered as characteristic tone of voice of the presenter. Some people sound dusky, some sound shrill or creaky, and some others are quoted as pleasant. Overall it is very difficult to change the quality of voice. We can a little bit improve it with some practice.

A pause: is the gap between speaking two words or sentences. In writing, pauses are guided by punctuations. While speaking, a presenter must give pauses at appropriate time to convey the true meaning of the argument.

Managing non-verbal components: At the time of presentation, non-verbal cues play an important role. Audiences generally judge a presenter on the basis of posture, gesture, movement, personal appearance. Few suggestions in this regard are:

- Always try to make an eye contact with your audience
- Do not move too much during the presentation. It can act as a distraction to the audience.
- Give appropriate facial expression.
- Always stand straight but not stiff.
- Always look calm and composed during the presentation.
- Be careful about your attire. You should dress up appropriately as per the audience and occasion.
- You should look clean and well groomed.

Handling Queries: Question answer session is one of the most important part of any presentation. This is the time when there is more interaction between the presenter and the audience. This session is also known as query handling. In this session, audience raise their doubts about the content of the presentation and seek solution or clarification from the presenter. One strategy is to anticipate the questions in advance and search their solutions. Whenever a question is being asked, listen carefully. While answering the question always address the whole group. If you are unable to answer, admit your inability. You can request audience to answer it.

Evaluation: The task of a presenter is not over by the end of presentation. It is always advisable to get feedback of your performance. Good feedback not only talks about loose

areas in your presentation but also acts as a yardstick for the next presentation. For conducting the evaluation of the presentation, an evaluation sheet can be created and used. A sample format of evaluation sheet is as follows:

12.6 SUMMARY:

An oral presentation is a popular way to communicate in a professional environment. A presentation is different from public speaking on various grounds. For developing presentation skills, a presenter has to focus on areas like development of quality slides, deciding on mode of delivery, handling vocal components, handling non-verbal components, query handling techniques, and conducting evaluation. Overall, to be a good presenter, it requires a lot of practice.

12.7 TECHNICAL TERMS:

1. **Presentation:** A demonstration, lecture, or speech used to convey information, persuade, inspire, or present new ideas.
2. **Effective presentation:** A well-structured and engaging delivery of information tailored to the audience's needs, delivered with confidence and clarity.

12.8 SELF ASSESSMENT QUESTIONS:

1. What is meant by presentation and why is necessary to make presentation?
2. How should one prepare for a presentation?
3. What are the key components of presentation?
4. Describe the structure of a PPT for presentation?
5. How do you prepare yourself on the day of presentation?

12.9 SUGGESTED READINGS:

1. Bovee and Thill: Business Communication Today, McGraw-Hill, Second Edition
2. Guffey M.E.: Business Communication Process & Product, Thompson, South-Western
3. Level D.A.: Managerial Communications, Business Publications, Plano, Texas
4. Pradhan and Pradhan: Business Communication, Himalayan Publishing House
5. Seely J, Oxford Writing and Speaking, Oxford
6. Raman and Singh: Business Communication, Oxford University Press, New Delhi
7. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, Business Communication Today. Ninth Edition. New Delhi: Pearson.

Dr. K. Naga Sundari

CHAPTER-13

REPORT WRITING AND BUSINESS COMMUNICATION

OBJECTIVES:

- Understand the procedures and guidelines for effective report writing.
- Differentiate between various forms of business correspondence: letters, memos, circulars, notices, and house journals.
- Comprehend the meaning and process of negotiation.
- Identify essential negotiation skills and strategies to enhance them among managers.

STRUCTURE:

13.1 Introduction to Report Writing

13.2 Business Correspondence

13.3 Negotiation

13.4 Self Assessment Questions

13.5 References

Section 1: Report Writing

13.1 INTRODUCTION TO REPORT WRITING:

A report is a structured document that presents information, analysis, and recommendations on a specific topic. It serves as a tool for decision-making, problem-solving, and communication within an organization.

13.1.1 Procedure for Effective Report Writing

- 1. Define the Purpose and Scope:**
 - Clearly understand the objective of the report.
 - Determine the target audience and their informational needs.
- 2. Gather and Analyze Information:**
 - Collect relevant data from credible sources.
 - Analyze the information to draw meaningful insights.
- 3. Structure the Report:**

Structure of a formal report

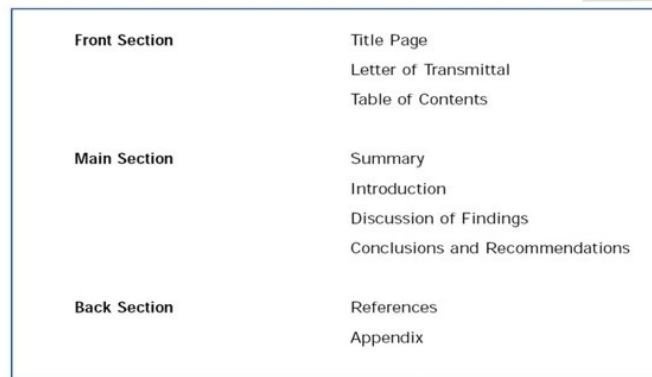


Diagram: Structure of a Formal Report

- **Title Page:** Includes the report title, author's name, date, and organization.
- **Abstract/Executive Summary:** A brief overview of the report's content.
- **Table of Contents:** Lists sections and page numbers.
- **Introduction:** Outlines the report's purpose, scope, and methodology.
- **Body:** Detailed presentation of findings, analysis, and discussions.
- **Conclusions:** Summarizes key findings.
- **Recommendations:** Suggests actionable steps based on conclusions.
- **References:** Lists sources cited in the report.
- **Appendices:** Contains supplementary material.

4. Writing the Report:

- Use clear and concise language.
- Maintain objectivity and support statements with evidence.
- Ensure coherence and logical flow between sections.

5. Review and Revise:

- Proofread for grammatical and typographical errors.
- Verify the accuracy of data and consistency in formatting.
- Seek feedback and make necessary revisions.

13.1.2 Guidelines for Effective Report Writing

- **Clarity and Precision:** Avoid ambiguity by using straightforward language.
- **Consistency:** Maintain uniformity in formatting, terminology, and style.
- **Visual Aids:** Utilize charts, graphs, and tables to enhance understanding.
- **Referencing:** Cite all sources to acknowledge contributions and avoid plagiarism.
- **Objectivity:** Present unbiased information without personal opinions.

13.2: BUSINESS CORRESPONDENCE:

13.2.1 Letters

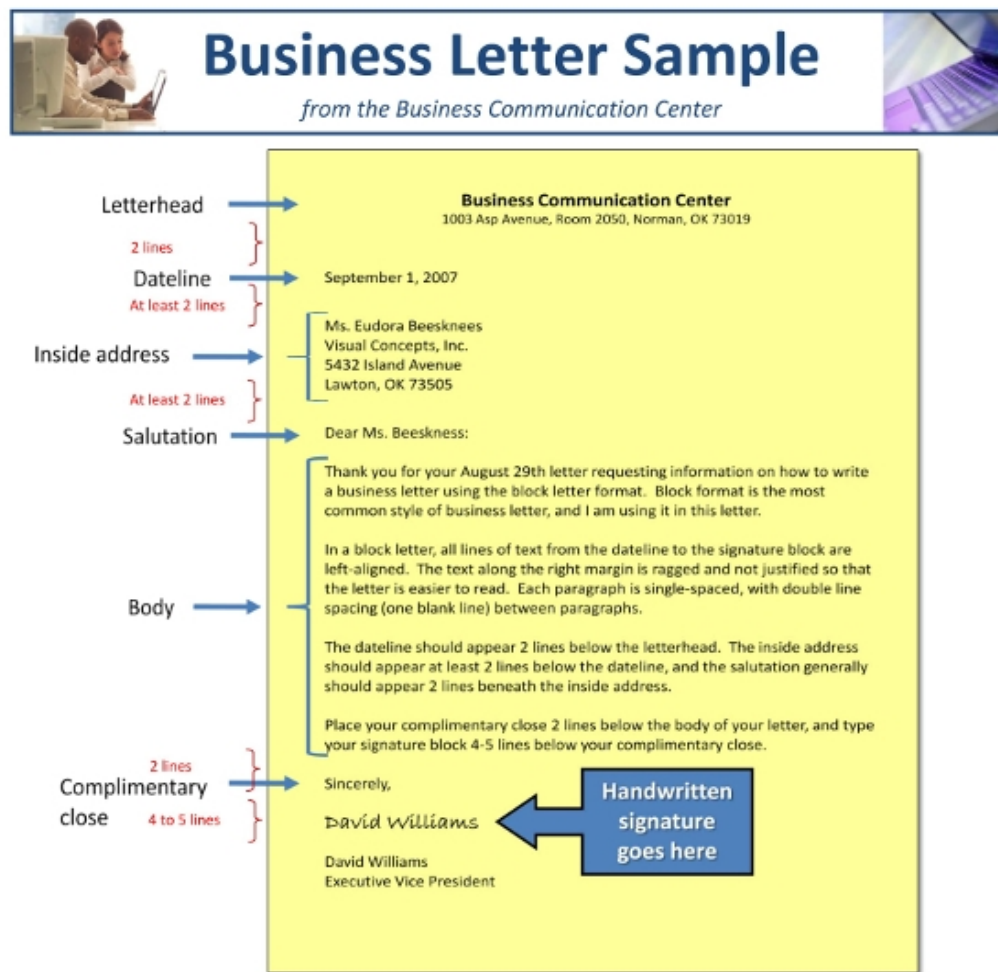
Definition: Formal documents used for external communication, addressing individuals or organizations outside the company.

Purpose:

- Convey information.
- Request or provide feedback.
- Establish formal agreements.

Structure:

- **Header:** Sender's address, date, recipient's address.
- **Salutation:** Formal greeting (e.g., "Dear Mr. Smith").
- **Body:** Main message, organized into clear paragraphs.
- **Closing:** Formal sign-off (e.g., "Sincerely").
- **Signature:** Handwritten or digital signature above the typed name and title.

**Letter Writing Checklist:**

- ✓ Check your letterhead
- ✓ Check your date
- ✓ Check your internal address blocks
- ✓ Proofread for correctness
- ✓ Sign your letter
- ✓ Check address on envelope
- ✓ Check return address



Attention to detail makes all the difference!

For information on improving your **Memos**, see http://price.ou.edu/bcc/pdf/bcc_businessmemo.pdf

Diagram: Structure of a Business Letter

13.2.2 Memos

Definition: Internal documents used to communicate policies, procedures, or official business within an organization.

Purpose:

- Inform staff about updates or changes.
- Request information or action.
- Provide reminders.

Structure:

A memorandum (memo) is a concise, formal document used for internal communication within an organization to convey information, make requests, or provide updates. Understanding the standard format of a memo ensures clarity and professionalism. Here's a breakdown of the typical components:

1. **Heading Segment:**

- **To:** Recipient's name and job title
- **From:** Your name and job title
- **Date:** Full date (e.g., August 15, 2025)
- **Subject:** Concise summary of the memo's purpose

Example:

yaml

CopyEdit

To: Jane Smith, Marketing Manager

From: John Doe, Sales Director

Date: August 15, 2025

Subject: Q3 Sales Strategy Meeting

2. **Opening Segment:**

- Clearly state the memo's purpose, providing context or the specific assignment.

Example: "The purpose of this memo is to outline the agenda for the upcoming Q3 sales strategy meeting."

3. **Body:**

- **Background:** Provide necessary context or background information.
- **Discussion:** Present the main content, organized logically, often using headings or bullet points for clarity.
- **Conclusion/Action Items:** Summarize key points and specify any required actions or deadlines.

4. **Closing Segment:**

- Include your initials next to your name in the "From" line to authenticate the memo.

Example:

css

CopyEdit

From: John Doe, Sales Director (JD)

5. **Attachments** (if applicable):

- List any supplementary documents included with the memo.

Example:

makefile

CopyEdit

Attachments: Q3 Sales Forecast, Competitor Analysis Report

visual rhetoric for professional writers

Memo

To: Danielle Nicole DeVoss

From: YOUR NAME HERE

Date: 3/18/2011

Re: Final Project Proposal

Project Purpose

State the purpose of your project. Be sure to explain why the project is useful and/or interesting, how it connects to this class, how it connects to your major goals/ideal job, etc.

Project Product

Describe the product of your project and your methods/approach to completing the project, as best you can at this point. For example:

- Will you be creating the design and an identity marker for your professional portfolio web site? If so, what specific visual elements do you plan to create? What research and design processes will you engage to create these elements, workshop them, test them, and polish them?
- Will you be writing a report analyzing, critiquing, and making suggestions for the visual content of a web site? Will you work with representatives of the group whose web site you are critiquing? What specific aspects of the site will you focus on in your report? How will you analyze and propose suggestions for these specific aspects?
- Will you be designing a logo for a nonprofit organization you're working for/with? What steps will you take as you get started? What research will you do? How often will you meet with representatives of the company? What example documents/materials will you incorporate the logo into to present as part of your final project?
- Will you be creating a set or sequence of assignments for integrating visual work into a writing course you are teaching or plan to teach? If so, how will you begin work? Will you review existing syllabi and assignments? Will you brainstorm ideas with other teachers? How will you use the work and research we've been reading to scaffold your assignments? What, specifically, will you produce?

Diagram: Format of a Memorandum

13.2.3 Circulars

Structure:

A circular letter is a document intended for widespread distribution, often used to communicate information to a large group simultaneously. Common purposes include announcing policy changes, introducing new products or services, or disseminating important organizational updates. Letters Easy

Definition: Documents distributed to a large audience within or outside the organization to disseminate information uniformly.

Purpose:

- Announce new policies or changes.
- Invite participation in events.
- Distribute information that affects multiple recipients.

Typical Structure of a Circular Letter:

1. Organization's Name and Logo:

- Positioned at the top center, this identifies the issuing entity. CSFG

2. Contact Information:

- Includes the organization's address, phone number, and email, usually placed beneath the name and logo.

3. Reference Number:

- A unique identifier for the circular, aiding in record-keeping and future reference.

4. Date:

- Indicates when the circular is issued, typically aligned to the right.

5. Subject Heading:

- A brief and clear statement summarizing the circular's purpose, centered and often bolded.

6. Salutation:

- A general greeting such as "Dear Employees," "Dear Customers," or "To All Staff Members."

7. Body Content:

- **Introduction:**
 - States the reason for the circular and provides necessary context.
- **Main Message:**
 - Details the information, changes, or announcements being communicated.
- **Conclusion:**
 - Summarizes key points and outlines any required actions or responses.

8. Closing:

- A courteous sign-off, such as "Sincerely" or "Best Regards."

9. Signature:

- The name, title, and signature of the authorized person issuing the circular.
MRS.PALMER's EDPM SITE

Sample Circular Letter Layout:

csharp

CopyEdit

[Organization's Name]

[Organization's Logo]

[Address]

[City, State, ZIP Code]

[Phone Number]

[Email Address]

Circular No.: [Reference Number]

Date: [Month Day, Year]

Subject: [Subject Heading]

Dear [Recipient Group],

[Introduction: Briefly explain the purpose of the circular.]

[Main Message: Provide detailed information about the announcement, policy change, or update.]

[Conclusion: Summarize the main points and specify any actions required from the recipients.]

Sincerely,

[Authorized Person's Name]

[Title]

[Signature]

Briefly Circular contains

- **Title:** Clearly indicates it's a circular.
- **Subject Line:** Briefly states the main topic.
- **Body:** Detailed information, often in bullet points for clarity.
- **Closing:** Contact information for queries.

13.2.4 Notices

A notice is a formal means of communicating important information to a specific audience, such as employees, customers, or the general public. Notices are commonly used to announce events, policy changes, meetings, or other significant updates. Crafting a well-structured notice ensures that the intended message is clear and effectively reaches its audience.

Definition: Formal announcements intended to inform a specific group about important information, events, or actions.

Purpose:

- Notify about meetings, closures, or policy changes.
- Serve as official records of announcements.

Key Components of a Notice:

1. **Header:**
 - **Title:** Clearly state "NOTICE" at the top to immediately grab attention.
 - **Organization's Name:** Include the name of the issuing organization or department.
2. **Date:**
 - Mention the date on which the notice is being issued.
3. **Subject or Heading:**
 - Provide a brief and clear subject line that summarizes the content of the notice.
4. **Body:**
 - **Salutation:** Optional, depending on the formality required.
 - **Content:** Clearly and concisely convey the necessary information. Include details such as dates, times, venues, and any actions required by the recipients.
5. **Closing:**
 - Provide any additional instructions or information, if necessary.
6. **Signature:**
 - Include the name, designation, and contact information of the person issuing the notice. [Acas+3ResumeGiants+3Mighty Recruiter+3](#)

Sample Notice Format:

csharp

CopyEdit

NOTICE

[Organization's Name]

Date: [DD/MM/YYYY]

Subject: [Subject of the Notice]

[Body of the Notice: Clearly state the purpose, details, and any actions required.]

[Signature]

[Name]

[Designation]

[Contact Information]

Example:

pgsql

CopyEdit

NOTICE

ABC Company

Date: 15/08/2025

Subject: Scheduled Maintenance Downtime

Dear Employees,

Please be informed that there will be a scheduled maintenance downtime on 20th August 2025 from 10:00 PM to 2:00 AM. During this period, all company servers will be offline, and access to emails and internal systems will be unavailable.

We apologize for any inconvenience this may cause and appreciate your understanding.

Sincerely,

[Signature]

John Doe

IT Manager

j.doe@abccompany.com

For customizable notice templates, you can explore resources like [Template.net](https://www.template.net), which offers a variety of editable and printable notice formats to suit different needs.

[Template.net](https://www.template.net)+1[Template.net](https://www.template.net)+1

By adheri

13.2.5 House Journals

A house journal, often referred to as a house organ or internal publication, serves as a communication tool within an organization, aiming to inform, engage, and motivate employees by sharing company news, achievements, and relevant information. The typical layout of a house journal page is designed to be both informative and visually appealing, ensuring content is easily accessible and engaging for readers.

Definition: Internal publications produced by organizations to communicate with employees and stakeholders.

Purpose:

- Share company news and achievements.
- Highlight employee contributions.
- Foster a sense of community.

Key Elements of a House Journal Page Layout:

1. **Masthead:**
 - Located at the top of the page, the masthead includes the journal's name, company logo, publication date, and issue number.
2. **Headline:**
 - A prominent title that introduces the main article or feature, designed to capture readers' attention.
3. **Subheadings:**
 - Secondary titles that provide additional insight into the article's content, aiding in content organization.
4. **Body Text:**
 - The main content of the article, presented in a clear and readable font, often organized into columns for better readability.
5. **Images and Captions:**
 - Photographs, illustrations, or graphics that complement the articles, accompanied by captions explaining the visuals.
6. **Sidebar:**
 - Supplementary information such as quick facts, quotes, or related stories, typically placed alongside the main content.
7. **Footer:**
 - Located at the bottom of the page, the footer may include page numbers, contact information, or the company's website.

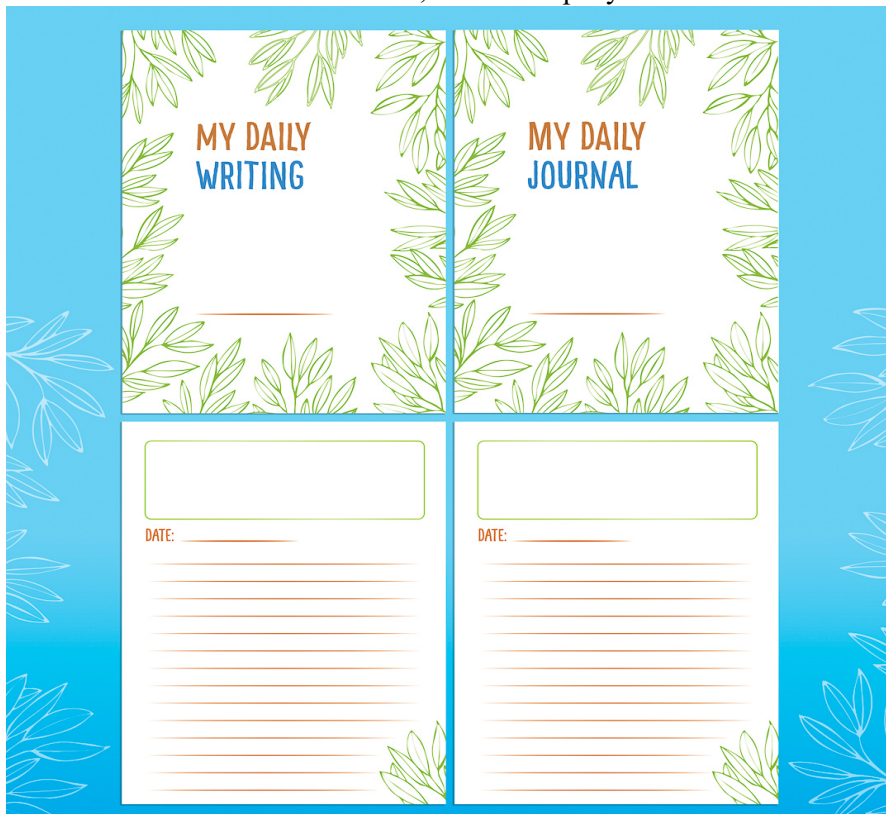


Diagram: Typical Layout of a House Journal Page

13.3: NEGOTIATION:

13.3.1 Meaning of Negotiation

Negotiation is a process where two or more parties with differing needs and goals discuss issues to reach a mutually acceptable agreement. It's fundamental in resolving conflicts, making decisions, and building relationships.

13.3.2 Process of Negotiation

1. **Preparation:**
 - Research all relevant information.
 - Define clear objectives and desired outcomes.
 - Understand the interests and positions of all parties.
2. **Opening:**
 - Establish rapport and set a positive tone.
 - Clearly state your position and understand the other party's stance.
3. **Exploration:**
 - Discuss interests and concerns openly.
 - Identify common grounds and differences.
4. **Bargaining:**
 - Propose solutions and compromises.
 - Make concessions strategically to reach a consensus.
5. **Closure:**
 - Summarize agreed terms.
 - Ensure all parties understand and accept the agreement.
6. **Implementation:**
 - Execute the agreed-upon terms.
 - Monitor compliance and address any arising issues.



Diagram: Stages of the Negotiation Process

13.3.3 Essential Skills of Negotiation

- **Active Listening:** Fully concentrate on what the other party is saying to understand their perspective.
- **Emotional Intelligence:** Recognize and manage your emotions and those of others to facilitate constructive interactions.
- **Communication:** Convey ideas clearly and effectively, both verbally and non-verbally.
- **Problem-Solving:** Identify solutions that satisfy the interests of all parties.
- **Decision-Making:** Evaluate options objectively to make informed choices.
- **Patience:** Remain calm and composed, allowing the process to unfold without undue pressure.



13.3.4 The Art of Negotiation

Balancing analytical and interpersonal skills is crucial for effective negotiation. Analytical skills enable a negotiator to assess data, understand underlying issues, and develop strategic solutions. Interpersonal skills, on the other hand, facilitate communication, relationship-building, and the management of emotions during the negotiation process.

Key Components:

1. Analytical Skills:

- **Preparation:** Gathering relevant information and understanding both parties' needs and goals.
- **Problem-Solving:** Identifying potential solutions that can satisfy both parties. [Harvard Business School Online](#)
- **Critical Thinking:** Evaluating proposals and anticipating potential challenges.

2. Interpersonal Skills:

- **Active Listening:** Fully understanding the other party's perspective and concerns.
- **Emotional Intelligence:** Managing one's own emotions and empathizing with the other party.
- **Communication:** Clearly articulating points and maintaining a respectful dialogue.

Balancing the Skills:

An effective negotiator integrates both skill sets to achieve optimal outcomes. For instance, while analytical skills help in formulating logical arguments, interpersonal skills ensure these arguments are presented in a manner that is receptive to the other party. Business Analyst Training

Visual Representation:

A Venn diagram can effectively illustrate the balance between analytical and interpersonal skills in negotiation:

- **Left Circle (Analytical Skills):** Highlights abilities like data analysis, strategic planning, and logical reasoning.
- **Right Circle (Interpersonal Skills):** Emphasizes skills such as empathy, active listening, and effective communication.
- **Intersection:** Represents the combined use of both skill sets, leading to collaborative problem-solving, mutual understanding, and successful negotiation outcomes.

This diagram underscores that while each skill set is valuable independently, their integration is essential for successful negotiations.

Mastering negotiation involves blending analytical skills with interpersonal finesse:

- **Adaptability:** Be flexible in your approach to accommodate changing dynamics.
- **Creativity:** Develop innovative solutions that offer mutual gains.
- **Assertiveness:** Confidently express your needs and stand by your principles.
- **Empathy:** Understand and acknowledge the emotions and motivations of others.
- **Ethics:** Maintain honesty and integrity throughout the negotiation process.



Diagram: Balancing Analytical and Interpersonal Skills in Negotiation

13.4 SELF ASSESSMENT QUESTIONS:

1. Explain the procedures and guidelines for effective report writing.
2. Differentiate between various forms of business correspondence: letters, memos, circulars, notices, and house journals.
3. Comprehend the meaning and process of negotiation process and explain steps in negotiation process

4. Identify essential negotiation skills and strategies to enhance them among managers.

13.5 REFERENCES:

1. Guffey, M. E., & Loewy, D. (2018). *Business Communication: Process and Product* (9th ed.). Cengage Learning.
2. Sharma, R. C., & Mohan, K. (2017). *Business Correspondence and Report Writing* (5th ed.). Tata McGraw Hill.
3. Lannon, J. M., & Gurak, L. J. (2019). *Technical Communication* (14th ed.). Pearson.
4. Lesikar, R. V., Flatley, M. E., Rentz, K., & Lentz, P. (2017). *Business Communication: Making Connections in a Digital World* (12th ed.). McGraw-Hill.

Online Resources

5. Purdue Online Writing Lab (OWL). (n.d.). *Report Writing Guidelines*. Retrieved from <https://owl.purdue.edu>
6. Harvard Business Review. (n.d.). *Effective Business Writing Strategies*. Retrieved from <https://hbr.org>
7. The University of Manchester. (n.d.). *Academic Report Writing Guide*. Retrieved from <https://www.manchester.ac.uk>

Dr. Namburu Ratna Kishor