BUSINESS COMMUNICATION

As per Choice based Credit System for All India Universities Syllabus

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PREFACE

The ability to speak, listen, question and write with clarity and conciseness are essential for managers and leaders. During the last three decades, we have been witness to the progress of globalization as well as advancements in information technologies. Whatever may be the technologies, the ability to communicate information accurately, clearly and as intended, is a vital life skill and something that should not be overlooked. Professionally, if one is applying for jobs or looking for a promotion with her current employer, she will almost certainly need to demonstrate good communication skills. As one moves up in the hierarchy and progresses in career, the importance of communication skills increases.

The aim of the book is to provide knowledge and skills necessary for students of different disciplines pursuing communication course at college and university level. The book covers all India Syllabus of Business Communication under Choice Based Credit System.

The book is organized into five units. The first unit deals with the concept, process and media of communication. It explains both verbal and non-verbal media of communication and identifies the pitfalls in communication. The second unit explains the principles of business correspondence and illustrates how correspondence can be made in different contexts of business activity. The third unit dwells with report writing. It offers guidelines how different forms of report can be effectively written. The fourth is about Vocabulary. It explains how to correctly use and spell words and avoid common errors in business writing. The last unit describes how to make impressive speeches and powerpoint presentations on different occasions. Besides reading material, several exercises are given at the end of each unit for improving the skills of comprehension, reflection and decision-making.

My sincere thanks are due to the editorial staff for their suggestions in improving the quality of the book. I hope the book will be useful not only to students but also to young managers, interested in improving their communication skills.

Author
SYLLABUS

BUSINESS COMMUNICATION

OBJECTIVE: To equip students of the B.Com. (Hons.) course effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.


Unit 2: Business Correspondence: Letter Writing, Presentation, Inviting Quotations, Sending Quotations, Placing Orders, Inviting Tenders, Sales Letters, Claim and Adjustment Letters, Social Correspondence, Memorandum, Inter-office Memos, Notices, Agenda, Minutes, Job Application Letter, Preparing the Resume.

Unit 3: Report Writing and Business Reports: Types, Characteristics, Importance, Elements of Structure, Process of Writing, Order of Writing, the Final Draft and Checklists for Reports.

Unit 4: Vocabulary: Words Often Confused, Words Often Misspelt, Common Errors in English.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Topic</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit 1</td>
<td>Basics of Communication</td>
<td>1 – 36</td>
</tr>
<tr>
<td>Unit 2</td>
<td>Business Correspondence</td>
<td>37 – 97</td>
</tr>
<tr>
<td>Unit 3</td>
<td>Report Writing and Business Reports</td>
<td>98 – 125</td>
</tr>
<tr>
<td>Unit 4</td>
<td>Vocabulary</td>
<td>126 – 148</td>
</tr>
<tr>
<td>Unit 5</td>
<td>Oral Presentation</td>
<td>149 – 175</td>
</tr>
</tbody>
</table>
UNIT 1

BASICS OF COMMUNICATION

1.1 Introduction
1.2 Objectives
1.3 Nature of Communication
1.4 Process of Communication
  1.4.1 Communication Model
  1.4.2 Communication Loop
  1.4.3 Communication Process Examples
1.5 Types of Communication
  1.5.1 Verbal Communication
    1.5.1.1 Oral Communication
      1.5.1.1.1 Merits of Oral Communication
      1.5.1.1.2 Demerits of Oral Communication
    1.5.1.2 Written Communication
      1.5.1.2.1 Merits of Written Communication
      1.5.1.2.2 Demerits of Written Communication
  1.5.2 Non-verbal Communication
    1.5.2.1 Merits of Non-verbal Communication
    1.5.2.2 Demerits of Non-verbal Communication
1.6 Importance of Communication
1.7 Different Forms of Communication
  1.7.1 Forms of Oral Communication
  1.7.2 Forms of Written Communication
  1.7.3 Forms of Non-verbal Communication
1.8 Barriers to Communication and Causes
  1.8.1 Linguistic Barriers
  1.8.2 Psychological Barriers
  1.8.3 Interpersonal Barriers
  1.8.4 Cultural Barriers
1.1 INTRODUCTION

Communication is the process of interchanging thoughts, feelings and information for the purpose of mutual understanding among people. It binds people in homes, organizations, nations and world. Communication is something everyone does every day in different settings. It is done in different forms and for different purposes. Successful and effective communication within an organization stems from the implementation of the communication process. All members within an organization will improve their communication skills if they follow the communication process, and stay away from the different barriers. Though communication is a natural process of humans, it is not always effective. There are various barriers that affect the flow and meaning of communication. It has been proven that individuals that understand the communication process will blossom into more effective communicators, and effective communicators have a greater opportunity for becoming a success.

1.2 OBJECTIVES

After studying this Unit, you should be able to:

- Elaborate the meaning and nature of communication
- Describe communication process
- Understand the different types of communication
- Explain the importance of communication
- Examine the different forms of oral, written and non-verbal communication
- Know the different types of barriers to communication

1.3 NATURE OF COMMUNICATION

The term “communication” has been derived from the Latin “communis,” that means “common”. Thus, “to communicate” means “to make common” or “to make known” and “to share.” Communication is the purposeful activity of information exchange between two or more persons to bring about mutual understanding. Information refers to facts, ideas, views, opinions, feelings and behaviour. Information may be expressed in different forms like words, figures, pictures or symbols.

We will now consider some of the popular definitions of communication.
Basics of Communication

Berelson and Steiner (1964) defined communication as follows:

“Communication: The transmission of information, idea, emotion, skills, etc. by the use of symbols – words, pictures, figures, graphs, etc. It is the act or process of transmission that is usually called communication.”

Anderson (1959) gave the following definition:

Communication is the process by which we understand others and in turn endeavor to be understood by them. It is dynamic, constantly changing and shifting in response to the total situation.”

Newcomb (1966) described communication as follows:

“Every communication act is viewed as a transmission of information, consisting of a discriminative stimuli, from a source to a recipient.”

From the above definitions, it can be said that communication is natural, a response to stimuli, dynamic, irreversible and contextual that leads to mutual understanding.

1. Communication is Natural

Humans spend most of their time in communicating than doing anything else. We spend a large part of our day in sensing through eye, ear, nose, skin and tongue information or performing communication activities like talking, listening, reading, writing, drawing or gesturing. Communication is a natural process. Hence, one writer observed:

“We cannot not communicate.

An individual cannot communicate because even silence or sleep also communicate something. One will be sad when conditions force one to be in solitude. Here is an example from a novel.

Daniel Defoe showed in his novel *The Life and Adventures of Robinson Crusoe*, how much Crusoe suffered when he was forced to live alone in an island. Cut off from human communication, Crusoe seems cut-off from divine communication too—he could only speak to himself. Crusoe domesticated a bird in an attempt to provide himself with a substitute family member. He taught the bird Poll to say “Poor Robin Crusoe! Where are you? Where have you been? How come you here?” and such things.

2. Communication is Response to Stimuli

Communication begins from a source, which transmits a message to a destination. Source refers to an individual or situation. Destination refers to a receiver who is willing to respond the stimulus offered by source or sender.

The following illustrations make the point clear.

A beautiful mountain (source) showcases its beauty (stimulus) to a tourist (receiver). The response of receiver is appreciation of the beauty.

A teacher (source) advices to study well (stimulus) to a student (receiver). Student make a promise to follow the advice (response).

The first example shows the one-way process of communication whereas the second example presents the two-way process. Evidently, communication between two or more persons will be a two-way process. If not, it will be ineffective.
3. Communication is Dynamic

Communication is not a static phenomenon. It keeps on changing in form, content and style and results in progressively higher levels of understanding. The persons interacting will move from a lower level of understanding to higher level of understanding, from no or misunderstanding to clear understanding through communication.

The dynamic character of communication becomes visible in organisations.

Employers will maintain channels of communication like notices, circulars, websites, e-mails and announcements to keep employees informed from time to time. The office information will be frequently transmitted to employees to retain their goodwill.

Teachers will continuously teach students and give feedback on their performance to prepare them for examinations and careers.

4. Communication is Irreversible

Communication is flow of information in relation to time. Once said and done, it is gone and it cannot be taken back. One can’t really take back something once it has been said. The effect must inevitably remain. A Russian proverb says, “Once a word goes out of your mouth, you can never swallow it again.”

For example, despite the instructions from a judge to a jury to “disregard that last statement the witness made,” the lawyer knows that it can’t help but make an impression on the jury.

5. Communication is Contextual

Communication never takes place in a vacuum. It is associated with a situation or background. To be sure, the context of communication comprises physical characteristics—seating arrangement, colour and light, physical space, and the like—but it is much more than the sense of these physical things. It includes the less tangible matter of atmosphere and ambiance, of socio-cultural background.

The different contexts of communication can be explained as follows.

- **Psychological context:** This refers to the mind of the sender, who initiates the interaction. His needs, desires, values, personality, etc. all form the psychological context.
- **Relational context:** It refers to the association between the sender and receiver – either formal or emotional.
- **Situational context:** It is the complex of factors at a particular point of time, when the interaction is taking place. For example, an interaction that takes place in a classroom, between two persons – teacher and student. It is formal and its goal is learning. On the other hand, the same persons may interact in a mall. The situation is different. It is informal and the aim is socialization.
- **Environmental context:** It refers to the physical “where” you are communicating. Furniture, location, noise level, temperature, season and time of day, all are examples of factors in the environmental context.
- **Cultural context:** It includes all the learned behaviours and rules that affect the interaction. For example, the way a student greets the teacher differs from culture to culture. A student
from Indian culture will fold both hands and say “Namasthe”, whereas an American student may say with a smile, “Good Morning”.

6. Communication Results in Mutual Understanding

The most important outcome of communication is mutual understanding. Communication is effective only when receiver and sender have same understanding of the message in all aspects.

According to Mark Sanborn (2006), a best-selling author and noted authority on leadership and team building, the objective is to achieve understanding. Sanborn believes that the word “communication” is an amorphous term that is not adequately understood. As leaders, our goal is to foster understanding, and our primary tool to achieve understanding is effective communication. Effective communication allows participants to properly exchange ideas.

1.4 PROCESS OF COMMUNICATION

The communication process is a simple model that demonstrates all the factors that can affect communication. It is a two-way process that involves getting your message across and understanding what others have to say.

1.4.1 Communication Model

The process of communication is shown in Figure 1.1. The process consists of the following elements. Effective communication takes place if all the parameters like the sender, his mental attitude, capacity to encode and transmit, the channel/medium, the receiver, his capacity to decode that specific message and give feedback on understanding are equal to the demands of the communication exercise.

Sender Channel Receiver Response

Transmission

Decoding message

Feedback (Clarification/confirmation)

Figure 1.1: Process of Communication

**Sender:** Sender is the source or originator of the idea or message. Sender can be an individual or a group or an individual representing a group. Sender conceives the idea, prepares the message, decides about the receiver, selects the channel and transmits the message. The sender is initially responsible for the success of the message. The sender’s experiences, attitudes, knowledge, skill, perceptions and culture influence the message.

**Message:** It refers to the stimulus that a source transmits to the receiver. It is what communication is all about. There are multiple types of messages including biological (warning signals), electronic messages (such as e-mails), physical messages (such as letters and reports) and human messages (such as spoken words and gestures). Messages are composed of signs or symbols having certain meaning to the receiver. Translating the idea into a message for transmission is called encoding.

**Channel:** Channel is the means through which communication flows from sender to receiver. The channel can be mass media (not meant for one individual) such as newspapers, radio, television,
etc. or interpersonal (meant for an individual) like telephone, correspondence, etc. The sender carefully selects the channel depending upon the message to be conveyed, availability of the channel, cost of the channel and the effectiveness of the channel.

**Receiver:** Receiver is the person for whom the message is intended. He receives the message and interprets the signals and symbols in the message. This process is called decoding and its aim is finding meanings of the message and understanding it. The degree to which the decoder understands the message is dependent upon various factors such as knowledge of recipient, their responsiveness to the message, and the reliance of encoder on decoder.

**Response:** Response includes two actions – understanding and giving feedback. The desired response primarily is understanding the message. When the receiver has doubts, he may seek clarification or confirmation through feedback. Otherwise, he may just note or store or act as per the message.

### 1.4.2 Communication Loop

Communication process loop involves essentially five activities as shown in Figure 1.2.

![Communication Loop Diagram](image)

1. **Encoding:** It is the process of transforming thoughts into a form that can be sent, such as spoken or written word or gestures. The first step the sender is faced with involves the encoding process. In order to convey meaning, the sender must begin translating information into a message in the form of symbols that represent ideas or concepts. The symbols can take on numerous forms such as languages, words, or gestures.

   When encoding a message, it is important for the sender to use symbols that are familiar to the intended receiver. A good way for the sender to improve encoding their message, is to mentally visualize the communication from the receiver’s point of view. The sender cannot e-mail a message to a receiver who is not computer savvy nor can he write a letter to an illiterate.

2. **Transmitting:** It refers to the process of moving coded data from the source (sender) to destination (receiver) of the communication. For this, the sender uses some kind of channel (also called a medium). Most channels are either oral or written, but currently visual channels are becoming more common as technology expands.

   The effectiveness of the various channels fluctuates depending on the characteristics of the communication. For example, when immediate feedback is necessary, oral communication channels are more effective because any uncertainties can be cleared up on the spot. You cannot afford to write
long memos or letters to a workman on the shop-floor. Instead, a face-to-face meeting with brief instructions will produce the desired results. In a situation where the message must be delivered to more than a small group of people, written channels are often more effective. Although in many cases, both oral and written channels should be used because one supplements the other. The purpose of communication is to get the message across to receiver clearly and unambiguously and in time without any delay.

3. **Decoding:** It is mentally processing the coded message into understanding. Decoding is conducted by the receiver. Once the message in the form of symbols or words is received and examined, the stimulus is sent to the brain for interpreting, in order to assign some type of meaning to it. It is this processing stage that constitutes decoding. The process involves sensing, perceiving and interpreting. The successful communication takes place when the receiver correctly interprets the sender’s message.

4. **Understanding:** Understanding is the purpose of communication. The receiver is the individual or individuals to whom the message is directed. The extent to which this person comprehends the message will depend on a number of factors, which include the following: how much the individual or individuals know about the topic, their receptivity to the message, and the relationship and trust that exists between sender and receiver. All interpretations by the receiver are influenced by their experiences, attitudes, knowledge, skills, perceptions and culture. It is similar to the sender’s relationship with encoding.

5. **Giving feedback:** In some cases, understanding should lead to the follow-up action of giving feedback to the sender. Feedback refers to the message sent by the receiver to the sender seeking clarification or giving confirmation. Feedback may be verbal (through words) or non-verbal (in the form of smiles, claps, sighs, etc.). It may take written form also in form of memos, reports, etc.

   Feedback is the main component of communication process as it permits the sender to analyze the efficacy of the message. It helps the sender in confirming the correct interpretation of message by the decoder. At one time or another, people are seen frustrated as a result of no or delayed response in the form of feedback. In a formal setting, superiors may initiate disciplinary measures against subordinates, for not responding in time. In an informal setting, failure to respond may mar the relationships of a people involved.

### 1.4.3 Communication Process Examples

The following examples illustrate the process of communication.

(i) **Purchase of a book:** Suppose you want to place an order for a Business Communication book. This is ideation. You express your thoughts in words or pictures. This is called encoding the message. You put the letter in an envelope, paste stamps and post it in a post box. This is selection of appropriate channel. The channel moves the message from source to destination. This is transmission.

   The bookseller, who receives your letter, opens the envelope and reads your letter. This is called decoding of the message. He understands your requirement of a book. He sends a copy of the book. This is the response to the message. This is the feedback or follow-up action.

(ii) **Managing a team:** Raghu is Dean of School of Management of South-West University. He works along with a team of professors and lecturers. The Registrar of the university sent a
circular to the teaching staff to increase quality research output to upgrade university rating. He advised Deans to submit the action of plan for increasing quality research. Raghu conducted a meeting of all the teachers and discussed how research can be promoted. The plan of action prepared in the meeting is sent to the Registrar. The Registrar is sender. Circular is channel and ways to promote research is message. Receiver is Dean and teaching staff. Feedback is the action plan.

(iii) Sales talk Sales talk is a good example of communication process. Here is an example of how a salesperson (SP) creates awareness and interest in consumer (C).

C: Hello, this is Mohan.

SP: Hi, Mr. Mohan, this is Lalitha from XYZ Corp. I am sure you are aware of what we do. I wish to talk about something that you might be interested. I appreciate you taking time to talk with me.

C: Sure.

SP: I am sure you use something like Competitor A or Competitor B.

C: Yes, I use Competitor A.

SP: Oh, OK, do you mind if I ask how you are using Competitor A?

C: Well, I use it as storage space for a lot of my folders.

SP: I guess you are aware of some of the security issues with Competitor A?

C: Not really!

SP: Yea, there have been some hacking incidents lately. You can do an internet search and get more details. I am not sure if you are looking for a more secure solution.

C: I am not sure, but interested in knowing more.

SP: Great, I will send you an e-mail with a meeting invite and put that on your calendar and look forward to talking with you then.

1.5 TYPES OF COMMUNICATION

People communicate with each other in a number of ways depending upon the message, choice of communication channel and style of communicating. Over time, different forms and types of communication have evolved through the continuing progression of technology.

Communication started with gestures. Conventional languages (first signed and then vocal) arose by piggybacking on these already understood gestures. As part of this same evolutionary trajectory, human beings began to create and pass along culturally various grammatical conventions. Linguistic constructions were developed for use in recurrent communicative situations. Written communication first emerged through the use of pictographs made in stone. The next step occurred when writing began to appear on paper papyrus, clay, wax and other media, with common shared writing systems, leading to adaptable alphabets. With this development, communication became mobile. The present stage is characterized by the transfer of information through different media including the latest electronic media.
Communication can be classified into different types based on media, as given in Table 1.1.

### Table 1.1: Media and Media Vehicles

<table>
<thead>
<tr>
<th>Media</th>
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<tr>
<td></td>
<td><strong>Manual</strong></td>
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<td>Oral</td>
<td>Face-to-Face</td>
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<td>Vocal</td>
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<td>Written</td>
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<td>Hand delivery</td>
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<td>Post/Courier services</td>
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<tr>
<td>Non-verbal</td>
<td>Proxemics</td>
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<td></td>
<td>Kinesics</td>
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<td>Chronemics</td>
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### 1.5.1 Verbal Communication

Verbal communication is possible through oral and written forms. The difficulty in conveying messages effectively through the non-verbal medium led to the development of language. Mintzberg (1983) estimated that Chief Executive Officers spend up to 80% of their time in verbal communication.

#### 1.5.1.1 Oral Communication

Oral communication can take a variety of forms. It can be a private discussion, a conversation over lunch, a gossip in the lift, a telephone conversation, an informal get-together of staff, interviews with clients, giving a presentation or meeting with employees. In your business life, you will probably spend much more of your time talking and listening to colleagues and clients than you will write and reading.

Oral communication is supported by non-verbal communication and audio-visual media for effectiveness. Technological advances have provided a new specialized communication with audio and visual impact. They include television, films, computer, projectors, graphs, tables, charts, diagrams and posters.

#### 1.5.1.1.1 Merits of Oral Communication

Oral communication is attractive to people for various reasons explained here.

1. **Personal touch**: It allows personal touch. The oration of logical thoughts can be made more impressive and touching by employing suitable emotional expressions. Talented speakers win the hearts of listeners by their emotional expressions of concern for listeners.

2. **Easier**: Oral communication is easy whether it is informal or formal. There is no need of preparation for a gossip and informal conversations. In case of formal communications, most
people find talking easier than writing. The reasons are: (i) there is no need for having command over the language, (ii) certain phrases (slang) which are not acceptable in writing can be used in speech, (iii) non-verbal communication supplements and reinforces oral communication. Non-verbal communication is easier because it is mostly natural and culturally learned.

3. **Spontaneous:** Oral communication comes naturally and spontaneously for humans. When hurt, an individual says “Ma!” involuntarily. When a manager has some instructions to pass on to his subordinate, he will pass on them immediately over phone and also gets feedback that is spontaneous.

4. **Faster:** Oral communication is the fastest medium of communication. Both time and money are saved when it is face-to-face. In emergency situations, it becomes the most preferred way of communicating.

5. **Adaptable:** Oral communication is easy to adapt. The speaker can modify his or her words, voice and style, based on the understanding of the personal communication needs of the receiver.

6. **Cheaper:** Oral communication is time-saving as far routine interactions. The expenditure on writing and delivery systems can be saved. However, sometimes face-to-face conversations and meetings may waste time of managers and become costly and unproductive.

7. **Confidential:** Oral communication is suitable to share secrets. One can whisper into the ears of trustworthy persons without leaving behind a record of it. Many confidential matters are discussed in private at a low voice.

8. **Wider reach:** With advances in technology, new forms of oral communication have been developing. Video Phones and Video Conferences combine audio and video so that people in distant locations can both see and speak with each other. Other modern forms of oral communication include Podcasts (audio clips that you can access on the Internet) and Voiceover Internet Protocol (VoIP), which allows callers to communicate over the Internet and avoid telephone charges. Skype is an example of VoIP. Employers are using Skype for interviewing candidates located in different countries.

8. **Best for fostering team spirit:** Oral communication is essential for teamwork and group energy. Oral communication promotes a receptive and encouraging attitude among organizational employees. It brings personal warmth and friendliness and develops a sense of bonding between the people. Oral communication is best in case of conflict resolution. Disagreements and differences can be put to an end by talking them over.

9. **Assessment of personality:** Oral communications skills are very important in today’s competitive environment for networking and proving one’s own competences. Employers conduct group discussion and interviews in the selection process to evaluate the attitude, knowledge and skills of candidates. Good oral communication skills help managers lead employees and secure their cooperation.

10. **Persuasive power:** Persuasion is the process of guiding people toward the adoption of an idea, attitude or action by rational means. It relies on “appeals” and convincing arguments. We live in a world where persuasive oral messages are around us. We are constantly subjected to persuasive messages by our parents, spouse, friends, bosses, colleagues, TV and radio
advertisers and politicians. Evidently, oral communication helps dramatize situations and mesmerize listeners.

1.5.1.1.2 Demerits of Oral Communication

However, there are some disadvantages too.

1. Less chance to think: Oral communication may not always give scope to think and say. Though employees come prepared for meetings based on circulated agenda, during the course of discussion, they may face some unknown facts and find it difficult to talk. In general, oral communication is unsuitable to exchange views on serious and complex issues.

2. Less suitable in some cases: Oral communication may not be suitable when parties are separated by distance and telephone or video conferencing cannot be used. It is also inappropriate when a lengthy report is to be communicated.

3. Time waste: The speaker often gives message without having properly organized it earlier. So, it is possible that takes long time to communicate with the receiver. In meetings, time in the beginning stage is killed in socialization and discussion of personal matters. Besides, some time is also wasted for irrelevant discussion.

4. Expensive: Oral communication can be expensive when electronic media has to be used. It will also be expensive when people from distant places have to congregate at one place. In this case, the expenditure of non-local participants towards travel, accommodation and food has to be reimbursed.

5. Record and evidence problems: In oral communication, messages cannot be recorded, without advance planning. Nowadays, we find that the proceedings of seminars, workshops and conferences, as well as important meetings are video-audio recorded. They are stored in database of the organizations in the computers and shared with others. However, it is not possible to record all oral communications in an organization. Hence, oral communications cannot provide records, in general. The video-clippings of the oral communications, like conversations between employees, customers and managers, can be produced in court as evidence. However, they are not readily accepted and always challenged by the speakers. We hear politicians, denying newspaper reports of what they said in a context.

6. Chances of misunderstanding: Oral communication is considered effective when it is two way – allowing participants to listen and seek clarifications. When there is one party domination (meetings held by autocratic managers, for example), oral communication fails. It may be less understood or even misunderstood by the listener.

7. Distortions: There is every possibility of inaccurate messages to reach the destination, when the speaker, language and medium are less effective. A person may change the meaning of the sentence by the way he composes and delivers. A defective microphone or noise in environment may distort the message. Sometimes, the speaker may deviate from the subject or even forget the subject making oral communication irrelevant.

1.5.1.2 Written Communication

Written communication is widely used where oral communication is not suitable. It is necessary when messages are to be carefully formulated, through editing and revising processes. Also it is preferred when a record of the transactions is to be built for future reference or storage (long-term memory).
The main methods of written communication are: letters, memos, reports, circulars, notices, bulletins, brochures, leaflets, advertisements, fax, e-mail and questionnaires.

Professional writing is an extension of manager’s responsibility. Clear expression of thoughts results in cooperation, mutual trust and ultimately contributes to relationships and productivity. Common on-the-job failures are poor work instructions, mediocre memos, lackluster letter and dull reports. They illustrate poor communication at work. To be an effective writer, a professional should cultivate good writing skills and observe the principles of writing.

1.5.1.2.1 Merits of Written Communication

The importance of written communication in business and other fields need not be overemphasized. Every organization uses written communication to perform its daily activities. The advantages of written communication are given as below:

1. **Time to think and act**: Written communication gives the receiver the opportunity to think, analyze and then decide upon the right course of action. The reader can read any number of times and reflect at his own pace to gain clear understanding of the issue. There will be time to look for inner meaning, unstated information and missing data.

2. **Complete and clear**: Written communication can be more accurate. There are lesser chances of missing a point. The points can be listed and organized. A rough draft can be first developed and it can be improved with better ideas and right choice of words.

3. **Authentic**: Written communication gives an opportunity for verification. As such, the writer will be very careful in stating the information. He will check for its accuracy and correctness.

4. **Suitable for vital and lengthy communications**: Vital information like reports, minutes of meetings, circulars, notices and letters requires preservation. Also documents with lengthy communication like reports cannot be presented orally. While oral presentation provides key elements of reports, written communication provides full report.

5. **Can be kept as a permanent record**: The documents of written communication act as a permanent record. The advantages of preserving information are many.
   - It furnishes long-term memory and facilitates future reference.
   - The information can be retrieved as and when necessary by suitable storage and classification system.
   - It can be produced as a legal evidence in a court of law.

6. **Tool for managing**: Written communication is essential for effective managing.
   - It helps delegate authority with clear deception of authority, instruction of work assigned and specification of reporting responsibility.
   - It can be a tool for planning and controlling. It helps share goals, policies, procedures, rules and standards and encourage employees to take part in planning and maintaining discipline in organization.
   - It can be a solid base for taking action against violation. As documentary proof is available, any disciplinary action can be taken. For legal proceedings also, written communication is preferred.
1.5.1.2.2 Demerits of Written Communication

1. **Time-consuming and laborious:** It is costly due to the effort and materials required for writing and transmitting messages. Drafting a letter takes more time than preparation for oral communication. Typing or printing of a letter is relatively a costly proposition. Transmission takes more time if postal system is used. However, time taken for transmission can be reduced by sending through speed post, courier services, telegram, fax or e-mail. The time-saving methods are, however, more expensive.

2. **No scope for immediate feedback:** Written communication cannot get immediate feedback unless the receiver is asked to immediately respond and stay close to the sender. For example, an officer may send a note to a clerk asking him to see him immediately to talk on an issue. The clerk may meet the officer without any delay and interact with the officer. The time taken for the note to reach clerk and clerk to meet officer is more than the time taken by a listener in oral communication.

3. **Relatively impersonal:** It is unsuitable where personal relationships are more important. Also when message cannot be explained by words alone, written communication fails to work. By using informal approach and employing words like “We” and “You”, it can be made personal and interactive. Even then, it lacks the warmth of personal touch in the oral communication.

4. **Difficult to maintain secrecy:** Written communication cannot protect secrets as strongly as oral communication. Written communication is preserved in the form of records in vaults of record room. It may be locked and a security guard may be appointed to care of it. Despite these arrangements, it may be stolen. Piracy is common in case of electronic media. The only exception seems to be the secret formula of Coca-Cola which is known only to a few employees.

5. **Lack of flexibility:** Written communication cannot be tailor-made to the individuals and adapted to situations. While drafting the communication, sender takes into consideration the maturity and skills of the target receivers as a group and not of each individual. The situation at the time of receiving written communication may be different to the situation at the time of drafting it.

6. **Access is limited to literates only:** Less educated persons may not be able to understand while illiterate cannot read. However, to some extent, this problem can be resolved by using pictures and photos.

7. **Rubbish can be passed on:** Written communication may be used for criticism or character assassination. A person may write anonymous letters criticizing or complaining against his rivals. Quite often, we see writings in magazines and websites, postings of indecent photographs or write-ups tarnishing the image of celebrities.

1.5.2 Non-verbal Communication

It is also referred to as meta-communication – as it is beyond verbal. It encompasses all the communication that occurs without the use of words. These are clues of our feelings – a shaky voice, a rising eyebrow, distance between receiver and sender, time of communication, and display of material things like gold watch, etc. The use of non-verbal communication and the skills in interpreting it help in making communication effective. Non-verbal communications are transmitted in the following ways.
(a) **Voluntary and Involuntary:** Many communicators may send involuntarily non-verbal messages. They may not be aware of the signals they are sending along with the verbal communication. A person telling lies may involuntarily blink eyes. Voluntary communication is sent with awareness. A person, aware of the meaning of blinking eyes, will not do it to support his lies.

(b) **Conscious and Subliminal:** Non-verbal communication may be used to send conscious, deliberate messages. A person giving hug is sending the message of friendship. Non-verbal messages can be subliminal. A person wearing a suit to attend an interview sends the signal that he is confident and suitable to the position.

### 1.5.2.1 Merits of Non-verbal Communication

Researches in communication suggest that non-verbal communication is better vehicle for feelings and intentions than verbal one. Mehrabian and Wiener suggested that only 7% of message are sent through words, while remaining 93% are sent through non-verbal expressions. It has several advantages or functions:

1. **Complementary:** Non-verbal cues complement a verbal message by adding to its meaning. A hug strengthens the meaning of words “I love you”.
2. **Easy presentation:** Information can be presented through visual and audio-visual and body parts (hands, lips and eyes).
3. **Substituting:** Non-verbal messages substitute verbal message when the situation is not suitable for oral communication. For example, when there is noise, interruption, or long distance, etc. or when communicator is illiterate.
4. **Accenting:** It is used to accent a verbal message. When you say “I want you to finish” in a harsh tone, it means a stern command. Said in a soft tone, it means a request.
5. **Reinforce:** Used to clarify the verbal message (e.g., point in a direction while stating directions).
6. **Powerful presentation:** Non-verbal communication based on visual, picture, graph, sign, etc. makes oral presentations more attractive and appealing. Also it helps audience understand the message quickly.

### 1.5.2.2 Demerits of Non-verbal Communication

Non-verbal communication is not free from its limitations.

1. **Difficult to understand:** Gestures, facial expressions, eye contact, touch, etc. may not be understandable easily, especially when people from different cultures are interacting.
2. **Confusing:** Since oral and non-verbal communication occur simultaneously, one may miss something significant. Everything is happening at once and therefore it may be confusing to try to keep up with everything.
3. **Lack of formality:** Non-verbal communication does not follow any rules, formality or structure like other communication.
4. **Costly:** In some cases, non-verbal communication involves huge cost. For example, neon sign, PowerPoint presentation, cinema, etc. are very much costly compared to other forms of communication.
5. **Distortion of information**: Because meanings are subject to interpretation of the receiver, there is a great possibility in distortion of information in non-verbal communication.

**1.6 IMPORTANCE OF COMMUNICATION**

Communication is not only essential for individuals but also for the organizations. It is indispensable. It gives power and image of competence. It helps to organize, create trust and enhance productivity.

- **Power to influence events**: Good communicators generally have effective voice, language and body language. Their arguments sound logical, believable and forceful. Other people listen to them with attention. They will be influenced by what they say. Good communicators project an image of persuaders, negotiators and leaders.

- **Trade union leader**: If he is a good communicator can convince the management to buy a bus to reach the factory. He can influence the management to improve the canteen menu and even get higher bonus.

- **Project an image of competence**: Effective communicators can socialize well. In the process, they get recognition as good speakers and conversationalists. Their opinions will be valued and they are respected for their proficiency and eloquence. In recognition of their communication and social skills, they may be chosen to lead groups.

- **Helps organize**: Communication permits people to establish and achieve common objectives. It facilitates cooperation among people and coordination between different groups. When employees and management feel free to communicate to each other giving respect to each other, they can work towards common goals. Organizational goals like making higher profits in turn satisfy individual goals like higher wages. As a consequence, there will be commitment and loyalty among employees.

- **Promotes trust**: Good business communication fosters a congenial work environment of honesty, sincerity and respect. Employees are more loyal to organizations which are transparent and trust them by giving authority with responsibility. Customers, suppliers, banker, etc. are more loyal to those companies which treat them with respect.

- **Increases productivity**: Good communication results in increased productivity. This is possible due to reduced time spent explaining issues, seeking information and handling disputes. This results in increased efficiency of employees and increased output.

**1.7 DIFFERENT FORMS OF COMMUNICATION**

The different forms of communication relating to oral and written media are outlined here.

**1.7.1 Forms of Oral Communication**

Oral communication is all-pervasive. It is observed in different contexts to serve different purposes. Oral communication occurs in different forms like grapevine, gossip, rumour, conversation, small talk, discussion, role play, interview, negotiation, public speaking, presentation, meetings, seminars, conferences and workshops. Table 1.2 shows the various forms of oral communication.
Table 1.2: Oral Communication Forms

<table>
<thead>
<tr>
<th>Context</th>
<th>Purpose</th>
<th>Persons</th>
<th>Communication Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure time</td>
<td>No specific purpose</td>
<td>Any two or more employees</td>
<td>Grapevine</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Gossip</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Rumour</td>
</tr>
<tr>
<td>Treating a guest</td>
<td>To create rapport</td>
<td>Manager and the guest</td>
<td>Conversation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Small talk</td>
</tr>
<tr>
<td>Get work done from an employee at a</td>
<td>Instructing employee</td>
<td>Superior and subordinate</td>
<td>Telephone talk</td>
</tr>
<tr>
<td>far-off place</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Writing messages</td>
<td>To make a letter or</td>
<td>Boss and secretary</td>
<td>Dictation</td>
</tr>
<tr>
<td></td>
<td>memo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Examination of issues and decision-</td>
<td>To come to an agreement</td>
<td>Peers</td>
<td>Meeting</td>
</tr>
<tr>
<td>making</td>
<td>on an issue</td>
<td></td>
<td>Discussion</td>
</tr>
<tr>
<td>Selection process</td>
<td>Finding the suitability</td>
<td>Interviewer and interviewee</td>
<td>Interview</td>
</tr>
<tr>
<td></td>
<td>of a candidate for a</td>
<td></td>
<td>Negotiation</td>
</tr>
<tr>
<td></td>
<td>job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge sharing and deliberation</td>
<td>To deliberate on a</td>
<td>Participants</td>
<td>Seminar/Conference/</td>
</tr>
<tr>
<td>of technical issues</td>
<td>topic</td>
<td></td>
<td>Workshop/Symposium/</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Congress</td>
</tr>
<tr>
<td>Sharing of knowledge by expert</td>
<td>To share information</td>
<td>Speaker and audience</td>
<td>Public speaking/</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>presentation</td>
</tr>
</tbody>
</table>

**Grapevine:** It refers to informal communication that takes among employees in an organization. It is known as grapevine communication because there is no definite route of communication for sharing information. Information travels a long way by passing from one person to another person and it will be difficult to know where it started. This is true in case of the vine of grapes. It is difficult to find out the beginning and the end of the grapevine.

**Gossip:** It refers to the idle talk, especially about the personal or private affairs of others. In society, people gossip about celebrities and politicians. In offices, employees gossip about incidents, issues, bosses and co-employees especially women. For example, two employees of the organization are going in for a love marriage and some particular person has got this information, he passes on this information to a large number of people.

Gossip is done to gain the following:

- **Gain social acceptance:** By talking private things about people, one tries to bond with a group or gain respect from others.

- **Enhance self-respect:** By talking about other person’s perceived negative qualities, one can project himself in a more beneficial light.

- **Make a contribution:** By providing warnings about future events, one feels that he is protecting others, and thus making a contribution to the community; and

- **Seek enjoyment:** Gossip provides enjoyment of drama.

**Rumour:** Rumour is similar to gossip. However, it extends beyond a small group, and conveys information that is neither authentic nor can be authenticated. Rumour is defined as “talk”
Basics of Communication

or “opinion widely disseminated with no discernable, source”. In other words, it is a “current statement or report without known authority for its truth”. Rumour is the unverified and untrue part of the grapevine. It is generally incorrect and, hence undesirable. Rumours arise with ambiguity and conditions which create anxiety.

Rumours are tall tale of explanations of events circulating from person to person and pertaining to an object, event, or issue in public concern and may fall under three categories (Alport and Postman, 1951):

- **Pipe dream rumours** which serve wish fulfilment. An employee who hates his boss may spread a rumour that boss is transferred.
- **Bogie rumours** which ventilated anxiety. An employee worried about his job due to losses incurred by company may spread rumour that his employer is planning to sell the company.
- **Wedge driving rumours** which denounce some groups in the society or organization. In an organization, rival unions may spread rumours about each other.

Rumours can be harmful. They may hurt individuals, reduce morale of employees and tarnish the image of organization. Organizations as such, take steps to mitigate the harmful effects of rumours by spreading authentic information, by appointing spokespersons to clarify doubts of employees and setting up rumour clinics.

**Small talk:** It is an informal form of communication between two or more persons. Small talk is a bonding ritual. It helps develop relationships between friends, work colleagues, and new acquaintances. Discussing general interest subjects such as movies, music, theater, sports, books, food, travel, and such demonstrates to others that you are approachable and friendly. When you make casual conversation, other shy people will conclude that you are a person with whom they can easily converse. In today’s world, small talk is difficult to avoid. Cocktail parties, networking events, and even the line for coffee at work may require a brief exchange of pleasantries.

Here is an example of small talk.

Suja : Hi! Mary.
Mary : Oh! Hai!
Suja : How are you doing?
Mary : Good! How about you?
Suja : Not bad! The weather is great, isn’t it?
Mary : Yes. It’s absolutely beautiful.
Suja : Are you going on an important work?
Mary : No, I am going to meet a friend at Vivek Mall. Can you join me?
Suja : Enjoy shopping. I am going to library to prepare an assignment.
Mary : Oh! If it is important carry on.
Suja : I have to submit it tomorrow. See you, have good time.

**Telephone Talk:** A telephone talk is a conversation over a telephone network between two parties – the caller and the called. With the advent of technology, people have new opportunities – cell phones and internet calls besides landline calls. In most of the cases, the caller and the called are
geographically separated and may not see each other. Hence, the convenience of observing the feelings will not be there for both the parties.

To make the phone calls effective, prepare in advance and talk politely and briefly. You can build relationships in person and on the phone, if you follow the tips given as under.

(i) Write the points on paper before the call.
(ii) Greet the receiver, specify the purpose and ask for time. In case of official calls, get to the business quickly. Do not waste time in chit chat.
(iii) Talk a bit and ask for feedback to know that the other person is with you.
(iv) Use words of courtesy like good morning, excuse me, thank you, etc., wherever appropriate throughout the talk.

An example of telephone talk is given here.

Ms. Sujatha telephones Diamonds Galore to speak with Mr. Raghu. Mr. Raghu is not in the office, but Rajini, the secretary, speaks to Ms Sujatha about a delivery problem with some ear rings.

Sujatha makes phone call.

Rajini : Hello, Diamonds Galore, this is Rajini speaking. How may I be of help to you?
Sujatha : Yes, this is Sujatha calling. May I speak to Mr. Raghu please?
Rajini : I’m afraid, Mr. Raghu is out of the office at the moment. Would you like me to take a message?
Sujatha : Uhm... actually, this call is rather urgent. Did he leave any information with you?
Rajini : Yes, he did. The shipment has not arrived yet.
Sujatha : I’m terribly sorry about that. I will speak to our delivery department.

**Dictation:** Dictation is a dyadic form of interpersonal communication. It is one of the major communication activities of officers and managers. They usually dictate letters and may even dictate reports — especially shorter, more informal ones. Managers are provided with secretaries to take dictation. The secretaries are generally trained in stenography and typing. Dictation inculcates the capacity to speak extemporaneously.

The advent of technology has made the task of dictation easy. You can use your voice to dictate text to your computer. For example, you can dictate text to fill out online forms; or you can dictate text to a word processing program, such as WordPad, to type a letter.

**Discussion:** It is a process of talking about something in order to reach a decision or to exchange ideas on a subject. Discussion gives scope to present different opinions on a particular issue or topic in the form of arguments for and against/positive and negative/good and bad.

Group discussion is used by corporate enterprises and business schools as selection tool. It supplements the interview in many cases. A simulated group discussion involves 8 to 12 participants sitting in a circle or semi-circle discussing a topic for a stipulated time of usually 15 to 20 minutes. Group discussions can be organized in three formats: structured, unstructured and role play.

- **Structured:** The group is formed and leader is nominated. Topic and the time duration are specified.
Basics of Communication

- **Unstructured**: It is a leaderless group discussion. Members choose their own topic and carry out discussion. Only the duration of the discussion is specified by interviewer.

Group discussions can be categorized into four types based on the topic.

- **Factual topics**: The topics relate to current affairs in Indian and global context. Examples include “Pollution in India” and “Gender mainstreaming challenges.”

- **Controversial topics**: The topics are debatable. Participants have to find arguments for and against and come to a conclusion. Examples include: (i) Online dating chats and (ii) Ban cigarettes.

- **Abstract topics**: They are broad and creative. Participants have to stretch their imagination and find points to present. Examples include: (i) Borderless world and (ii) If I were a CEO.

- **Cases**: Cases provide presentation of facts, figures and problems of a situation that require attention. Participants have to analyze the situation, identify the problem and bring out alternative solutions and come up with a solution.

**Role play**: Role plays are scripted group discussions. In this, the candidates are given a brief about roles they are assigned to play. Having understood the situation, the character and the probable approaches of other role players, the candidate has to conceptualize and define his role and start playing. The candidate will adapt to the situations, as the role play progresses, to achieve the goals of his or her role.

Here is an example of role play script.

Abhishek is the Manager of R&D Department of Sabarmati Industries. The company has got a new project and it is important to complete it in time. Abhishek has formed a team of researchers and set up a schedule for project completion. After three weeks, he found that one of the intelligent research officers, John is not performing well. He is one of the capable and sincere researchers. For reasons unknown, his research work has been lagging behind schedule.

You play the role of Abhishek and ask your friend to play the role of John.

**Interview**: Interviews are planned conversations with a predetermined purpose that involve asking and answering questions. Interviews are employed in different contexts to serve different purposes like eliciting information (Research interviews), recruiting (Employment interview), evaluating performance of employee (Performance appraisal interview) and understanding reasons for job quits (Exit interview). Employment interviews can be categorized as shown in Table 1.3.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Base</th>
<th>Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Structure</td>
<td>Structured and unstructured</td>
</tr>
<tr>
<td>2</td>
<td>Authority</td>
<td>Formal and informal</td>
</tr>
<tr>
<td>3</td>
<td>Interviewer</td>
<td>Individual and panel</td>
</tr>
<tr>
<td>4</td>
<td>Interviewees</td>
<td>Individual and group</td>
</tr>
<tr>
<td>5</td>
<td>Approach</td>
<td>Depth and stress</td>
</tr>
</tbody>
</table>
A brief description of the various types of interviews is as follows:

- **Structured Interview:** In this, questions would be asked in a particular order, with very little deviation. The time to be allowed to each candidate and information to be sought are predefined. Such interviews are also called patterned, directed or guided interviews. This type of interview helps to minimize personal bias and prejudice and provides uniformity and consistency.

- **Unstructured Interview:** It is also called non-directed interview. It has no specific order of question. It is a more flexible approach and encourages candidate to express himself on a variety of subjects. The interviews may lose direction, if the interviewer is not a competent person.

- **Formal Interview:** This type of interview is planned in advance and is held in a formal atmosphere. All the formalities and procedures, e.g., the venue, the time, the panel of interviewers and the questions to be asked are decided in advance.

- **Informal Interview:** This type of interview is used when the staff is required urgently. A friend or relative of the employer may introduce the candidate to the employer, who asks a few basic questions and makes selection decision.

- **Panel Interview:** Panel means a selection committee or interview committee that is appointed for interviewing the candidates. The panel may include three or five members. They ask questions to the candidates about different aspects.

- **Individual Interview:** This is a ‘one-to-one’ interview. It is a verbal and visual interaction between two people, the interviewer and the candidate, for a particular purpose.

- **Group Interview:** A group interview is similar to a group discussion. A topic is given to the group, and they are asked to discuss it. The interviewer carefully watches the candidates and finds out which candidate influences others.

- **Depth Interview:** This is a semi-structured interview. By asking series of questions, interviewer tries to find out if the candidate is an expert in his subject or not.

- **Stress Interview:** The interview tests the emotional intelligence of the candidate – how the candidates behave in a stressful situation.

**Negotiation:** Negotiation is a process of give and take in which two or more individuals or groups resolve conflicts or disagreements and arrive at a mutually acceptable agreement. A negotiation or bargaining situation is one in which the following are present:

1. At least two parties are involved.
2. They have conflict in their interdependent goals and objectives.
3. The individuals are committed to peaceful means for resolving their dispute.
4. There is no clear or established method or procedure for making the decision.

Negotiation is sequential rather than simultaneous. Each party presents demands or proposals which other party evaluates. It is followed by giving concessions and counter proposals. An optimal solution normally results when both parties openly discuss the problem, respect each other’s substantive and relationship needs, and creatively seek to satisfy each other’s interests. This is referred to as win-win or integrative strategy. However, such behaviour doesn’t always occur.
Negotiation is a very tough task. It requires intelligence and communication skills. Throughout the process, negotiator has to be positive, polite and patient. He should be able to build rapport with the counterparty. He should have empathy to appreciate the views of the other party. He has to be assertive as well as flexible in clinching the deal.

**Symposium:** It is a formal gathering in an academic setting where participants are experts in their fields. These experts present or deliver their opinions or viewpoints on a chosen topic of discussion.

**Conference:** It refers to a formal meeting where participants exchange their views on various topics. Conference can take place in different fields, and it need not be academic in nature all the time. Thus, we have parent-teacher conferences, sport conferences, a trade conference, a conference of journalists, conference of doctors, a conference of research scholars, and so on.

**Seminar:** It is a form of academic instruction. It brings together small groups, focusing on some particular subject, in which everyone present is requested to actively participate. They will present and discuss through a combination of visual materials and demonstrations. It may include some take-home material for the participants relating to the topic of deliberation.

**Workshop:** It includes all the elements of the Seminar. However, the largest portion emphasizes on “hand-on-practice” or laboratory work.

**Congress:** It would typically be held once a year per discipline, highlighting the achievements, notable results in that field. These are typically attended by leaders in that field. It features a series of invited talks.

**Public speaking:** It is the process of speaking to a live audience in a structured, deliberate manner in order to inform, influence or entertain them. It is usually done before a large audience, like in school, the workplace and even in our personal lives. The benefits of knowing how to communicate to an audience include sharpening critical thinking and verbal/non-verbal communication skills.

**Presentation:** A presentation is a formal talk addressed to one or more people and presents ideas or information in a clear, structured way. Presentations are made before small audiences, which are often composed of decision-makers. Presentations are usually delivered extemporaneously. By extemporaneous, we mean that the presentation is prepared and delivered from an outline. Presentations usually complement some type of written communication. The typical oral report complements and reinforces a longer, more detailed written report.

Presentations usually employ some type of visual aid, typically computer generated presentation graphics (PowerPoint, for example), overhead transparencies or slides. Presentations usually have question-and-answer sessions. You rarely escape a presentation without some questions from members of the audience. Presentations may also involve a team of presenters. Team presentations require careful planning and coordination to ensure successful outcomes. Such presentations are increasingly common in business and industry.

Presentations are generally divided into six categories based on situations.

1. Awards and rituals
2. Introductions
3. Giving feedback
4. Vote of thanks
5. Information and reports
6. Business proposal

A brief description of the six categories is given here.

**Awards and rituals** include functions on the occasion of retirement of employees, awards given, inauguration of associations or establishments, etc. While factual information is important, more important is emotions or sentiments pertinent to the occasion.

**Introduction** of guests or dignitaries is a common activity. It is made on many occasions. Such presentations range from highly personal contact (when you bring a close friend home to meet your family) to highly public (when you introduce a keynote speaker at a conference).

To make effective introduction, get the details of the person you have to introduce and arrange the information in order.

**Getting feedback** is a sure way to improve your ability to communicate. Similarly, giving feedback is an important skill of managers. The feedback should be brief and consist of two parts: (i) one specific thing that the speaker did well and (ii) one specific suggestion for improvement.

**Vote of thanks** acknowledges the help rendered by various individuals and organizations, in making the function or meeting successful. Vote of thanks should be brief, pleasant and memorable.

**Informative presentations** are made by managers quite often when they conduct or attend meetings and conferences. These presentations vary in their nature depending upon the occasion and audience. A manager speaking to consumer groups will be less technical in his approach. On the other hand, when addressing his own staff on a functional issue, he will be making it purely technical.

**Business proposal** is a written offer from one person to another. It may be about a new process, product or project that the school, industry or organization should embrace. One should be able to put across a proposal effectively within a limited period of time.

1.7.2 Forms of Written Communication

Written communication takes many forms like messages, instructions, orders and warnings.

A message is an informal means of communication. The receiver of the message has to sift through the given message and pick out the most vital bits of information. Then, he/she should be able to reproduce that information in order to convey it to the person for whom it is intended. Message includes the following: date, time, name of person to whom the message is directed, body of the message and name of the writer. Messages are transmitted through letters, fax e-mails, short message service of mobile phones, memos, circulars, notices, etc.

- **Letter:** A letter is a written message from one party to another. Letters vary in length and size.
- **Fax:** You can fax documents with original signatures along with a time and date stamp, showing proof of the transaction. For many types of business correspondence, the fax is still a preferred means of communication.
- **E-mail:** Electronic mail (e-mail) is defined as the transmission of messages over communication networks. The messages are notes entered from the keyboard or electronic files stored on disk. Companies that are fully computerized make extensive use of e-mail.
Basics of Communication

- **SMS**: Short Message Service (SMS) is a text messaging service component of phone, web, or mobile communication systems. It is a service for sending short messages of up to 160 characters (224 characters if using a 5-bit mode) to mobile devices, including cellular phones.

- **Memo**: Memorandum, popularly known as memo, means a note to assist the memory. Memorandums (memos) are internal office communication exchanged by employees in the conduct of their work. In fact, the place of memo has been taken over somewhat by e-mail. It can be used to serve different purposes like: issuing instructions, giving suggestions, requesting help or information, inquiring progress in work, to seek explanation on matters of misconduct, etc.

- **Circular**: It is a mass communication tool. The information disseminated through circular letters will be of interest to all or a section of employees or groups related to the organization.

- **Notice**: A notice can be a formal or legal communication. As a form of communication, it is a written or an oral statement that contains the particulars of an official event, warning or instruction. When placed in a public place like board or newspaper, it is called public notice.

- **Brief**: A brief provides a summary of relevant facts relating to a situation in a concise form. In a marketing situation, brief is a document that informs the potential buyer the product characteristics and benefits. It helps to describe in nutshell, which solution the marketing agency proposes. A creative brief is like a road map. A great brief leads to imaginative and persuasive ads, websites or videos. On the other hand, a bad brief starts you off in the wrong direction and results in a total waste of time.

### 1.7.3 Forms of Non-verbal Communication

The different forms of non-verbal communication are explained here.

**Kinesics**: Kinesics refers to the body language. The body sends a continuous flow of cues. As Erving Gullfman observes, even if a person stops talking, “he cannot stop communicating through body idiom”; he must say either right thing or the wrong thing. He cannot say anything. There are four physical aspects of the body.

1. Body appearance
2. Facial expressions
3. Posture
4. Gestures

**Body appearance**: Tall people are likely to be considered more credible than shorter. People pay more respect and grant more privileges to people. They perceive as being well dressed and attractive. A three piece gray pin strapped suit sends out more power signals than does a slack let loose on a pant.

**Facial expressions**: The expression of one’s mood and interest are obvious in one’s face. Blank face or “dead pan face” indicates relaxation. It is also used to keep people at a distance.

In interaction, faces can be positive or negative. Positive one shows desire to be liked and approved. Negative face shows the desire not to be intruded upon.

**Smile**: Smiles can be inviting or intimidating. Dr. Ewan Grant presents a list of five smiles as shown in Table 1.3.
Table 1.3: Various Smiles

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Type</th>
<th>Description</th>
<th>Expression</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Oblong smile</td>
<td>Lips are drawn fully back from both the</td>
<td>Pretending enjoying a joke</td>
</tr>
<tr>
<td></td>
<td></td>
<td>upper and the lower teeth</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>How do you do</td>
<td>Mouth slightly open, upper teeth</td>
<td>Greeting</td>
</tr>
<tr>
<td></td>
<td>smile</td>
<td>uncovered</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Broad smile</td>
<td>Mouth open, lips curled back, teeth</td>
<td>Pleasure and excitement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>visible</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Lip in smile</td>
<td>Like upper smile, with lower lip drawn in</td>
<td>Subordinate feeling</td>
</tr>
<tr>
<td></td>
<td></td>
<td>between the teeth</td>
<td></td>
</tr>
</tbody>
</table>

**Laughter:** It is response to embarrassment, excitement or humour. One can read laughter from the sounds that ensue.

- **Ha-Ha:** Genuine expression of joy and self-fulfillment.
- **He-He:** Mocking laugh, response to a joke.
- **Hee-Hee:** Secret giggle, when a person is being cynical.
- **Ho-Ho:** Surprise or disbelief by a person who is critical.

**Eye-brows:** Eyebrows are arch of the short hair above the eyes.

- Lowering eye brows indicate disagreement.
- Raised eye brows indicate surprise.
- On eye brow raised is used to signal skepticism.
- Flashing of eye brows is sign of welcome.

**Mouth:** Along with tongue, mouth can express many things. A tense mouth (tightening and pressing together lips and jaw muscles) indicate anger, frustration and threat. Open mouth (suddenly jaw drops, leaving mouth open) shows surprise.

**Lips:** Silent lips express a range of emotions and moods from smile to frown. Table 1.4 shows different lip expressions.

Table 1.4: Various Lip Expressions

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Type</th>
<th>Description</th>
<th>Expression</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Compressed lip</td>
<td>Pressed together to</td>
<td>Opposition or refusal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>form a thin, tight line</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Full lips</td>
<td>Large loose lips</td>
<td>Sympathetic and receptive</td>
</tr>
<tr>
<td>4</td>
<td>Pursed lips</td>
<td>Rounding of the lips</td>
<td>Firmness in his stand</td>
</tr>
<tr>
<td>5</td>
<td>Biting of lips</td>
<td>Bites mostly lower</td>
<td>Nervousness, embarrassment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>lips</td>
<td></td>
</tr>
</tbody>
</table>

**Posture:** A posture does communicate a message. Leaning toward another individual suggests that you are favourably disposed towards his or her message; leaning backwards communicates the opposite. Openness of arms or legs serves as an indicator of relaxation. Close postures like arms
folded indicate reserved nature or reverence. Standing up straight generally reflects high self-confidence. Stooping could mean poor self-image.

Through postures, status differences can be revealed. A high status person relaxes most with a person of lower status. A superior who wishes to reduce a subordinate’s anxiety about the status differences between them may succeed by assuming an open, relaxed posture.

**Gestures:** Gestures made with the hand and are universally recognized as conveying specific information to others. Gestures can be used as illustrators and regulators and affect displays and emblems.

(i) **Illustrator:** Gestures are used to add emphasis or drama or to classify message. Examples include pointing toward the floor while saying “our profits are nose diving” and punching our fist into the open palm while saying, “I know we can do better than that”.

(ii) **Regulator:** Gestures are used to regulate both conversation and human interaction. Raising your hand or finger when one wants to talk, at a meeting or in a class; raising one hand with the fingers pointed upward and the palm outward is used to tell another person to stop talking.

(iii) **Affect displays:** They are gestures used to communicate emotions that we are experiencing. Hands over mouth gestures usually indicate shock, surprise or regret. Intensified nail biting indicates tension or worry.

(iv) **Emblems:** They are basically hand signals. They are non-verbal signals or cues that have a specific verbal equivalent. A circle with thumb and index finger is symbol for ‘things are going okay’. Placing the index fingers at right angles to each other is used to signal time-out both on and off the athletic field. Traffic hand signals, manual signal used on the playing field and certain obscene gestures are other example of emblems.

**Oculesics:** This refers to eye contact. Eye contact takes place when two people look at each other’s eyes. Eye contacts reveal different feelings. Eye contact diminishes when:

- We have something to hide.
- There is dislike, tension or fear of deception.
- We are physically close to those with whom we are communicating.
- We wish to break social contract.

Eye contact is prolonged when:

- We like each other (an expression of love).
- We express antagonism (a long, i.e., state).

**Haptics:** Haptics is the study of how physical contact or touch is used to communicate the ideas and feelings. Touch can give negative or positive meanings. An important means of socialization is handshake. People shake hands differently and each type of handshake conveys a different meaning. Table 1.5 shows a classification of handshakes.
Table 1.5: Varieties of Handshake

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Type</th>
<th>Description</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Manly handshake</td>
<td>Other person’s hand is gripped, squeezed firmly and released</td>
<td>Power and authority</td>
</tr>
<tr>
<td>2</td>
<td>Palm down thrust</td>
<td>Palm facing down ward, giver’s palm necessarily upward</td>
<td>Superiority</td>
</tr>
<tr>
<td>3</td>
<td>Palm-up</td>
<td>Palm facing up</td>
<td>Submission, inferiority feelings</td>
</tr>
<tr>
<td>4</td>
<td>Dead fish</td>
<td>Cold, sweaty hand</td>
<td>Lack of interest, exceptions are artistes and athletes who use hands sparingly</td>
</tr>
<tr>
<td>5</td>
<td>Double handed</td>
<td>Initiator uses both hands</td>
<td>Intimacy</td>
</tr>
<tr>
<td>6</td>
<td>Grasp</td>
<td>Holds hand firmly at chest level</td>
<td>Intimacy</td>
</tr>
<tr>
<td>7</td>
<td>Equal</td>
<td>Firm and straight one</td>
<td>Equality, mutual respect</td>
</tr>
</tbody>
</table>

Proxemics: The term ‘Proxemics‘ refers to the study of how we use territory and space to communication message.

Environment: Well-designed environment and places of importance enhance communication value. When boss invites you out for a lunch to discuss a problem, you think it is a more important topic, not the usual one that can be discussed in the company cafeteria.

Territory: It refers to the place where a person feels at home or powerful. If an employee approaches a manager in the canteen to ask about a pay rise, the manager’s response will probably be “Come to my office, and we can discuss it”.

Space (Interpersonal distance): It refers to the distance between the sender and receiver of communications. One study showed that people located in relatively close proximity are seen as warmer, friendlier as and more understanding than people located farther away. Table 1.6 shows the classification of distances and their suitability for communication.

Table 1.6: Interpersonal Distance Classification

<table>
<thead>
<tr>
<th>Categories</th>
<th>Distance</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intimate distance</td>
<td>About 18 inches</td>
<td>Whispering confidential information by or angrily shouting at subordinate</td>
</tr>
<tr>
<td>Personal distance</td>
<td>1½ to 4 feet</td>
<td>Friendly discussions and conversations between peers</td>
</tr>
<tr>
<td>Social consultative distance</td>
<td>4 to 8 feet</td>
<td>Conversation between authoritative boss and his subordinate, a salesman, a buyer, a stranger and yourself</td>
</tr>
<tr>
<td>Public distance</td>
<td>12 feet to outer limit of being heard</td>
<td>Classrooms and large meetings</td>
</tr>
</tbody>
</table>

Paralanguage: Paralanguage refers to something in speech beyond language itself. It can be divided into four parts – voice qualities, vocal characterizers, vocal qualifiers and vocal segregates.
Basics of Communication

- Voice qualities refer to factors such as pitch, range, resonance, rhythm and speaking rate.
- Voice characterizers include laughing, crying, whispering, groaning, yawning, whining, coughing and clearing the throat.
- Vocal qualifiers are momentary variations in volume (ranging from over loud to over soft) or pitch (ranging from very high to very low).
- Vocal segregates are non-fluencies such as “ah”, “um”, and “um”; silent pauses; and intruding sounds.

Through voice tone, one can question, make exclamation to give extra emphasis to one part of the message at the expense of another part. The following example illustrates how emphasizing a particular word in a message through voice tone can lead to different interpretations.

1 2 3 4

The teacher is giving Rama a prize.

**Emphasis on 1:** The teacher is the one giving a prize, not the principal of the college.

**Emphasis on 2:** The teacher is giving the prize, implying perhaps Rama is not qualified.

**Emphasis on 3:** The person getting prize is Rama not Vani, not Rajani, not Santi but Rama.

**Emphasis on 4:** Rama is receiving a prize, not a gift, not a reprimand.

The quality of human voice depends on many other things, such as resonating space, lungs, nasal cavities, etc. The nose, sinuses, pharynx and oral cavity act as resonating chambers and modify the vocal tone produced by the vocal cords. The movement of the tongue against the palate, the shaping of the lips, and arrangement of the teeth also bring about changes in the voice. Since the structures and movements of all these organs are different in different people, the voices of no two persons in the world can be identical.

The voice of most adult men is deeper than those of women. Voice can be divided into six groups; bass, baritone, and tenor for men, and alto, mezzo soprano, and soprano for women.

**Chronemics:** A subtle mode of non-verbal communication is the use of time.

If one is late for meetings, it might be interpreted that he or she is careless, uninvolved or not ambitious. However, a high ranking official might be late for a meeting and that may be attributed to his being busy. Looking at your watch is usually interpreted as a sight of boredom or restlessness.

### 1.8 BARRIERS TO COMMUNICATION AND CAUSES

We find that communication is not effective because of one or more barriers. The barriers to communication process are those which make communication ineffective. This may result in either distortion or delay, which are undesirable. We will now identify the different types of barriers.

#### 1.8.1 Linguistic Barriers

Language is the means through which thoughts find expression. The problems relating to expression are described here.

- **Abstraction:** People fail to communicate effectively for two reasons: (i) They see only part of the reality (may be because of selectivity or sensory limitations). (ii) They can only express or
report only partly (may be because of limitation in choice of right words or symbols). What we present therefore, about an objective reality is subjective and partial.

- **Semantic differences**: Words have no definite meanings. Meanings are attributed by us. A word can have different meanings to different people. It is found that 300 words in English have 14,000 different meanings. Therefore, there is a chance for a word used by the sender to be understood differently by the receiver.

- **Poor expression skills**: Communicator should have command of a language to express his ideas or views. Besides vocabulary, one should have knowledge of grammar and punctuation. One should have skills of expression. For example, the use of long sentences and hard words may cause confusion in receivers.

- **Wrong media choice**: There are several media to present information to the audience. Written communication is the best for transmitting rules and regulations. Oral communication is the best to know the problems of a worker. Wrong choices will make communication ineffective.

- **Inappropriate use of non-verbal cues**: Appearance, postures, gestures, time and distance can act as barriers.
  - Poor appearance will lower the respect of the sender.
  - Wrong postures like leaning on the table may irritate the receiver.
  - Too many gestures at a time may make the expression dramatic and the audience may fail to listen to the message.
  - A telephone call in midnight may fail to get the required attention.
  - Faulty seating arrangements may spoil the discussion.

### 1.8.2 Psychological Barriers

The psychological barriers include the following:

- **Preoccupation**: When the receiver is preoccupied, communication will be lost. Sometimes, we pay no attention to unsolicited communication. Some other times, when there is too much communication from a source, we get saturated. Then, we ignore some information.

- **Sensory limitations**: The capabilities of sensory organs are limited. We can sense only part of the world around us. Sometimes, we miss what may be important to us. Some people have limited range and power of their senses, whereas some others have very acute and strong senses. As a result, between two people, there will be differences in sensation.

- **Negative attitude and emotion**: Persons having negative thinking or pessimistic views tend to colour the message in their own way. They distort it to satisfy their own view of life.

- **Limited selectivity**: People select those things which are of interest to them. They ignore such of those things which are unfavourable to them. The selection of message or object thus varies depending upon the selective mechanisms of individuals. The selective mechanisms operate supported by fancies, fantasies, beliefs, like and dislike of individuals.

- **Quick closure**: People tend to close their mind when lose interest in the communication target. The extent of openness or the degree of closure of mind naturally varies from individual to individual based upon the interests and biases of the individuals.
1.8.3 Interpersonal Barriers

The problems arising in an interpersonal context represent the factors that hinder proper mutual understanding between receiver and sender.

- **Differing value judgments:** Values are what we consider important in our thoughts and actions. The social and cultural values (respect to elders, peace, cooperation, wealth, pleasure, etc.) exercise influence on human beings differently in different contexts. The differences in norms and standards of the individuals result in contradictory opinions among the individuals.

- **Lack of mutual confidence:** If the relationship between sender and receiver is strained, the tone, the language and the very communication is suspected and understanding is made difficult. When a superior says ‘excellent’, the subordinate having sound relationship with his boss will understand it as an appreciation. On the contrary, the subordinate having strained relationship may interpret it as a sarcastic remark.

- **Fear for criticism:** Though criticism is important, many don’t look forward to it. Criticism should be positive. It should not hurt and blow the interest in the job. When a superior adopts criticism for the negative purpose, the subordinate develops apathy or indifference and becomes a poor communicator.

1.8.4 Cultural Barriers

Cultures provide a framework for people to perceive, understand and evaluate. Culture provides ways of thinking—ways of seeing, hearing and interpreting the world. The same words can mean different things to people from different cultures, even when they talk the “same” language.

Cross-cultural understanding is affected in three ways.

- **Cognitive constraints:** This refers to the mindset or the frames of reference that provide a backdrop that allows or restricts the flow of information. When new information arrives, it is selected, interpreted and understood. This process differs with the cognitive backgrounds of people.

- **Behaviour constraints:** This is influenced by values, morals and standards. Each culture has its own rules about proper behaviour which affect verbal and non-verbal communication. Whether one looks the other person in the eye or not; whether one says what one means overtly or talks around the issue; how close the people stand to each other when they are talking—all of these and many more are rules of politeness which differ from culture to culture.

- **Emotional constraints:** Different cultures regulate the display of emotion differently. Some cultures get very emotional when they are debating an issue. They yell, they cry, they exhibit their anger, fear, frustration and other feelings openly. Other cultures try to keep their emotions hidden, exhibiting or sharing only the “rational” or factual aspects of the situation.

All of these differences lead to communication problems. If the people involved are not aware of the potential for such problems, they may fall victim to them. It takes more than awareness to overcome these problems and communicate effectively across cultures.

We will now consider specific cross-cultural communication differences.

- **General appearance and dress:** Americans and Europeans are more obsessed with dress than Asians.
Greetings: American greets with a firm three-to-five pump handshake, standing approximately sixteen inches from the person and steps back to a minimum of two-and-a-half feet. He avoids any other touch. Mexican greets the visitor with a soft handshake. Then embraces him and pats on the back. He stands very close, touches the elbow and fingers the suit lapels while talking to the visitor. Japanese bow to greet others. The least status person bows first and displays the deepest bend from the waist, whereas the senior status person bows the least.

Postures: Bowing indicates respect in Japan; Hands in pocket is disrespectful in Turkey; and sitting with legs crossed or showing feet is impoliteness in Ghana, Turkey, Thailand, Saudi Arabia and India.

Facial expressions: Expressiveness differs from culture to culture. Asian cultures moderate facial expression, Mediterranean (Latino/Arabic) cultures exaggerate grief or sadness.

Paralanguage: Loudness is strength or confidence in Germany and Arabic cultures. It indicates impoliteness to the Thais and loss of control to the Japanese.

Chronemics: Time is one of the most central differences that separate cultural attitudes. Novinger calls the United States a “chronocracy,” in which there is such reverence for efficiency and the success of economic endeavors that the expression “time is money” is frequently heard. This approach to time is called monochronic – it is an approach that favours times appointments and exclusive attention to one interaction. In the East, time has unlimited continuity leading to the view – if not now, later. People pay attention to many people and many things happening around and this approach to time is called polychronous. This may mean many conversations in a moment (such as a meeting in which people speak simultaneously, “talking over” each other as they discuss their subjects).

Proxemics: Another variable across cultures has to do with proxemics, or ways of relating to space. North Americans tend to prefer a large amount of space, perhaps because they are surrounded by it in their homes and countryside. Europeans tend to stand more closely with each other when talking, and are accustomed to smaller personal spaces.

1.8.5 Physical Barriers

Physical barriers may arise from the environment and transmitter.

- Noise or disturbances: Loud noise of the machines or blaring noise of the stereo makes listening difficult. Disturbance can be experienced when a person arrives late at the meeting hall, drags the chair and whispers in the ears of the person sitting next to him. Poor telephone connections and bad handwriting are some of the examples of technical noise.

- Mechanical problems of transmitter: A poor transmitter may cause noise and adversely affect communication.

1.8.6 Organizational Barriers

The barriers to communication in organizational context are briefly outlined here.

- Too many hierarchical levels: In an organization, communication transmission takes place in the established channels of authority. The source, destination, form and frequency are preplanned. The communication chain is nothing but the vertical scalar chain of authority
relationships. It is time-consuming, and offers little scope to communicate effectively particularly when the hierarchical levels are too many.

- **Specialization needs:** Employees in the organization specialize in different jobs. The specialization poses a serious barrier, because it affects perceptions, language and mutilations. For instance, a sales manager sees a product as a need satisfier to consumer and expects good quality and reasonable price. A production manager sees a product as a physical item to be designed and fabricated. He may not be as ‘cost conscious’ and ‘quality conscious’ as sales manager is. Such differences may lead to misunderstanding.

- **Status barriers:** Communication is affected by status. High status people tend to exhibit ego and authority, whereas low status people experience inferiority complex. These act as barriers to communication.

- **Grapevine:** When the formal communication fails to provide desired information, grapevine takes place. The grapevine is a vehicle for distortions of the truth, rumour and gossip. It may spread incomplete, false or exaggerated information.

- **Information systems:** Systems set up for receiving, processing and disseminating information may at times become stumbling blocks to communication. Manual information systems are slow and sloppy.

### 1.9 SUMMARY

Communication is the process of interchanging thoughts, feelings and information for the purpose of mutual understanding among people. Communication is a response to stimuli, dynamic, irreversible and contextual. The process of communication includes encoding by sender, transmission by channel, decoding of message by receiver, and understanding by receiver. It is a two way – when feedback is given to the sender. Two major types of communication are: verbal (oral, written) and non-verbal.

Oral communication is attractive to people. It is easier, spontaneous, adaptable, confidential, economical and offers personal touch. Disadvantages are: fails at remote places, unsuitable for lengthy messages, cannot be recorded, can be misunderstood and does not give time to think. Written communication is widely used especially when a record of the transactions is to be built for future reference or storage (long-term memory). The main methods of written communication are letter, memos, reports, circulars, notices, bulletins, brochures, leaflets, advertisements, fax, e-mail and questionnaires. Non-verbal communications are transmitted can be voluntary or involuntary as well as conscious or subliminal. Mehrabian and Wiener suggested that only 7% of messages are sent through words, while remaining 93% are sent through non-verbal expressions.

Communication is not only essential for individuals but also for the organizations. It is indispensable. It gives power and image of competence. It helps to organize, create trust and enhance productivity. The forms of oral communication are gossip, conversation, small talk, discussion, role play, interview, negotiation, public speaking and presentation. Written communication takes many forms like messages, instructions, orders and warnings. Messages are transmitted through letters, fax, e-mails, short message service of mobile phones, memos, circulars, notices, brief, etc.
The different forms of non-verbal communication are kinesics (body language), oculesics, haptics, proxemics, paralanguage and chromeics. Communication is rendered ineffective by barriers such as linguistic, psychological, interpersonal, cultural, physical and organizational.

1.10 SHORT ANSWER QUESTIONS

1. Explain the concept of communication.
2. Examine the role of communication in human life.
3. With the help of a model, describe communication process.
4. What are the merits and demerits of oral communication?
5. Discuss the advantages and disadvantages of written communication.
6. What is non-verbal communication? How does it support oral communication?
7. Explain the forms of written communication.
8. List the different forms of oral communication.
9. What is body language?
10. What is paralanguage?
11. How can time be used as a communication tool?
12. List the barriers to communication.

1.11 LONG ANSWER QUESTIONS

1. Explain the concept, process and significance of communication.
2. Describe the merits and demerits of verbal, non-verbal and written communication.
3. Discuss the different forms of written and oral communication.
4. Elaborately explain the elements of non-verbal communication.
5. Examine the different types of barriers to effective communication.

1.12 EXERCISES

(A) Choose the alphabet that corresponds to the right answer.

1. Effective communication of individuals in an organization is possible basically by implementation of _________.
   (a) Communication process  
   (b) Communication training programs  
   (c) Reward systems  
   (d) Information systems
2. Every communication act is viewed as a transmission of information, consisting of a discriminative stimuli, from a source to a recipient said _________.
   (a) Anderson  
   (b) Newcomb
3. The act of Robinson Crusoe, teaching a bird to speak to him shows that _________.
   (a) Birds can also speak
   (b) Communication is simple
   (c) Man can be an effective communicator
   (d) You cannot not communicate
4. The process of converting thoughts into symbols and signs is known as ____________.
   (a) Coding
   (b) Encoding
   (c) Decoding
   (d) Transmission
5. A teacher who advises a student to study well is called ________ in communication process.
   (a) Source
   (b) Destination
   (c) Speaker
   (d) Transmitter.
6. The communication process does not require _________.
   (a) Encoding
   (b) Decoding
   (c) Transmission
   (c) Organization
7. Appearance, facial expression, and voice inflection are part of __________.
   (a) Verbal communication
   (b) Written communication
   (c) Non-verbal communication
   (d) Aural communication
8. Verbal communication ____________.
   (a) By the receiver
   (b) By the sender
   (c) When noise occurs
   (d) When feedback is not given
9. The communication process can be affected negatively by a number of barriers. Which one of
    the following is not an appropriate barrier?
   (a) Noise
   (b) Ego
10. Which one of the following is not a psychological barrier?
   (a) Perception
   (b) Selectivity
   (c) Chronemics
   (d) Quick closure

(B) Read the following statements. Among them, some are true and some others are false. Identify the true/false statements by placing a tick mark on True or False

1. Non-verbal communication can effectively replace verbal communication.
2. The term ‘Proxemics’ refers to the study of how we use territory and space to communicate message.
3. Leaning toward another individual suggests that you are unfavorably disposed towards his or her message.
4. The same words can mean different things to people from different cultures, even when they talk the “same” language.
5. The grapevine is a vehicle for distortions of the truth, rumour and gossip.
6. Oral communication is the fastest medium of communication, despite the advent of information technology.
7. A manager proficient in oral and non-verbal communication skills does not require written communication skills to succeed.
8. Oral communication is better than written one for maintaining secrecy.
9. Non-verbal messages are basically voluntary in nature.
10. Memorandums (memos) are internal office communication exchanged by employees.

(C) Fill in the Blanks with Suitable Words

1. ________ suggested that only 7% of message is sent through words, while remaining 93% are sent through non-verbal expressions.
2. ________ refers to the idle talk or rumour, especially about the personal or private affairs of others.
3. ________ is a process of give and take in which two or more individuals or groups resolve conflicts or disagreements and arrive at a mutually acceptable agreement.
4. ________ can be used as illustrators, regulators, affect displays and emblems.
5. ________ is the study of how physical contact or touch is used to communicate the ideas and feelings.
6. Communication is not a ________ phenomenon. It keeps on changing in form, content and style.
7. What you said cannot be erased without any impact indicates that communication is ________.
8. ________ takes on numerous forms such as languages, words and gestures.
9. ________ estimated that Chief Executive Officers spend up to 80% of their time in verbal communication.

10. Between oral and written, legal evidence is better provided by _________ communication.

(D) Individual Exercise: Read the following situations and decide the course of action you would adopt

Job involves supporting development of software program for service industries. You will be designated Project trainee. Salary and perks are ₹ 3 lakh per annum. Training will be for one year in Mumbai. After one year, you will be sent to South Africa. On completion of probation, depending upon the performance, salary will be in the range of ₹ 6-10 lakhs per annum. You have to give a bond for two years of service. In case your performance is not satisfactory, you will be relieved with a 15-day notice and one-month training salary. In case you withdraw, you have to repay 50% of the salary you have received till date.

You like the job. But there are other questions given under.

Is remuneration satisfactory? Is foreign visit beneficial? Are terms of termination acceptable?

Consider these points, and others, state whether you accept the job offer.

(E) Group Exercise: Read the following situations and decide the course of action you would adopt

Raghu Ram is a senior worker in a jute mill. He is 60 years old but continuing in service by virtue of a false age certificate. He lost his wife recently. His son has become a political goonda. He is habituated to taking alcohol. However, during the last three months, he has been drinking heavily. He is found squatting on the floor or sleeping in a corner. His supervisor did everything he could—appealed, pleaded, and chided—but failed to change his behaviour. When management asked him to quit, he has agreed to take voluntary retirement but has laid down two conditions. Either he should be paid a compensation of ₹ 50 lakhs or his son be given employment.

What the management has to do?

Answers

(A) 1. (a), 2. (b), 3. (c), 4. (b), 5. (a), 6. (d), 7. (c), 8. (a), 9. (d), 10. (c).

(B) True: 2, 4, 5, 6, 8, 10

False: 1, 3, 7, 9


1.13 WEB ASSIGNMENTS

1. Visit the following websites and prepare a note on communication concept, types and forms www.icao.int/.../FUNDAMENTALS%20OF%20COMMUNICATION.pdf and ruforum.org/sites/default/files/Types%20of%20communication.pdf.

2. Explain the use of non-verbal communication in business using the information given in www.bizmove.com/skills/m8g.htm
1.14 REFERENCES

1. Allport, Gordon; and Joseph Postman (1951), The Psychology of Rumor, Russell and Russell, UK.

1.15 FURTHER READINGS