

The top half of the cover features a silhouette of a business meeting. Several people are seated around a table, with one person standing and pointing towards a screen or document. The background is a city skyline at sunset or sunrise, with a bridge visible. The entire scene is reflected on a glossy surface below. The background color of the cover is a gradient from orange at the top to red at the bottom.

# **BUSINESS COMMUNICATION**

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Himalaya Publishing House  
ISO 9001:2008 CERTIFIED

# Business Communication

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## PREFACE

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Globalisation and the emergence of new technologies have caused an increase in the importance of communication. With our nation making rapid strides in the fields of communication and technology, it has become essential for students to update themselves with the latest trends and methods.

We have immense pleasure in placing our book on *Business Communication* in the hands of dynamic teachers and enthusiastic learners.

What encompasses '*Business Communication*' today has undergone a sea change due to the emergence of a highly competitive business environment and very different working conditions. The challenges that face business communication today are multifarious and strikingly different than what they were a couple of years ago. But if that has made us better communicators is a question that needs to be answered. Business Communication continues to be important, as businesses today, more than ever demand that managers be effective communicators.

The traditional topics that have been at the core of the Business Communication, still continue to be important in the current work environment. These prominently include models of communication, communication at workplace, business ethics, barriers to communication, listening, writing a job application, business letters and commercial terms used in business communication. These traditional areas need to be supplemented with more relevant topics such as technology enabled communication, business etiquette keeping in view global communication, communication with the media, organising events, seminars, press conferences, etc.

This book also prepares the learners for the accelerated pace of business communication by clearly connecting every aspect to the workplace. It is a humble effort to initiate the learners into the threshold of facing interviews, written communication in the form of letters, reports, and news releases along with drafting of notice, agenda and resolutions.

Classrooms need to provide a 'next generation' learning environment with focus on computer-mediated communication. This will enable the students to familiarise themselves with technology and computing resources which are increasingly becoming a part of the work environment.

The detailed need analysis that has gone into the selection of topics for this book provides it a competitive edge. It is written in simple, everyday language so that even the students with non-English background can learn and improve on their communication and employability skills.

We request our learners to share with us their feedback and insights which we can incorporate in our revised edition of the book.

We extend our sincere gratitude to our publisher, Himalaya Publishing House Pvt. Ltd. for giving us this wonderful opportunity to serve the student community in our own little way.

With Best Wishes and Prayers

**Dr. Muktha Manoj Jacob**  
**Ms. Chippy Susan Bobby**  
**Ms. Shefali Naranje**



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# Part - I







## CHAPTER 1

# CONCEPT OF COMMUNICATION

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### Learning Objectives:

- To describe the models of communication.
- To state the strengths and omissions of each model.
- To understand the meaning and the process of communication.
- To understand the importance of feedback in communication.
- To analyse the importance of communication in the corporate and global world.

### SUMMARY

Communication is a human process that binds people globally. Individuals do not like to live in isolation. They try to communicate their emotions, feelings and information, either verbally or non-verbally all the time. Hence, communication is a part and parcel of human life. In this chapter, we learn about the etymological, practical meaning of the word 'communication', along with process and need to communicate effectively.

## MODELS OF COMMUNICATION

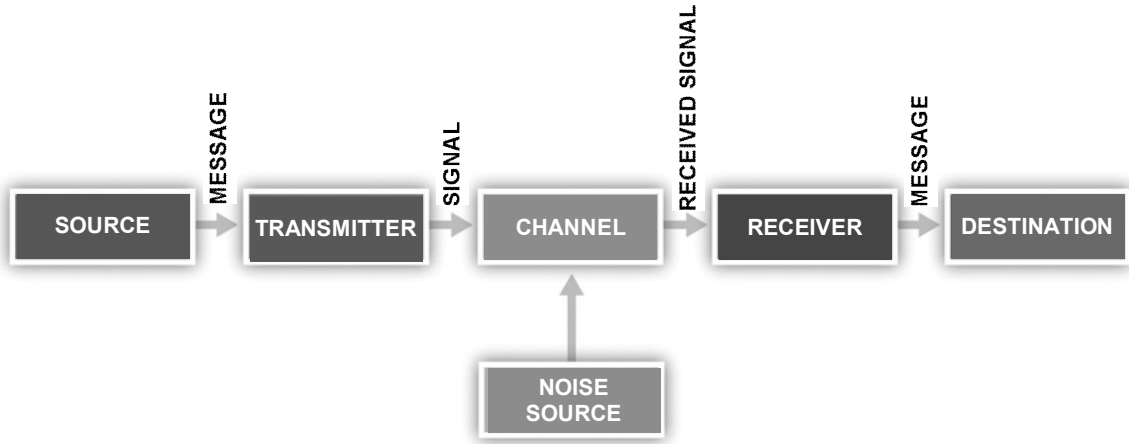
**Models of communication** are conceptual models used to explain the human communication process. The first major model for communication came in 1948 by Claude Elwood Shannon and published with an introduction by Warren Weaver for Bell Laboratories. Following the basic concept, communication is the process of sending and receiving messages or transferring information from one part (sender) to another (receiver).

### The Shannon-Weaver Linear Model of Communication (1949)

#### **Background**

Claude Shannon, an engineer for the Bell Telephone Company, designed the most influential of all early communication models. His goal was to formulate a theory to guide the efforts of engineers in finding the most efficient way of transmitting electrical signals from one location to another.

It is a one-way model to communicate with others. It consists of the sender encoding a message and channelling it to the receiver in the presence of noise.



In this model, communication is like giving an injection: a sender encodes ideas and feelings into a receiver by means of a channel (speech, writing, and so on) and the receiver decodes the messages.

### **Components of Linear Communication**

Linear model has defined set of components required for a communication to be established where:

- Sender is the person who sends a message after encoding.
- Encoding is the process of converting the message into codes compatible with the channel and understandable for the receiver.
- Decoding is the process of changing the encoded message into understandable language by the receiver.
- Message is the information sent by the sender to the receiver.
- Channel is the medium through which the message is sent.
- Receiver is the person who gets the message after decoding.
- Noise is the disruptions that are caused in the communication process in channel or in understanding ability of the message.

### **Features**

- The most common communication model used.
- Highlights how different channels can affect the way a receiver responds to a message.
- Introduces the concept of noise – a term used by social scientist to describe any forces that interfere with effective communication.
- Noise can occur at any stage of the communication process.

### **Noise**

In any communication model, noise is interference with the decoding of messages sent over a channel by an encoder. There are many examples of noise:

- **Environmental Noise:** Noise that physically disrupts communication, such as standing next to loud speakers at a party, or the noise from a construction site next to a classroom making it difficult to hear the professor.
- **Physiological-Impairment Noise:** Physical maladies that prevent effective communication, such as actual deafness or blindness preventing messages from being received as they were intended.

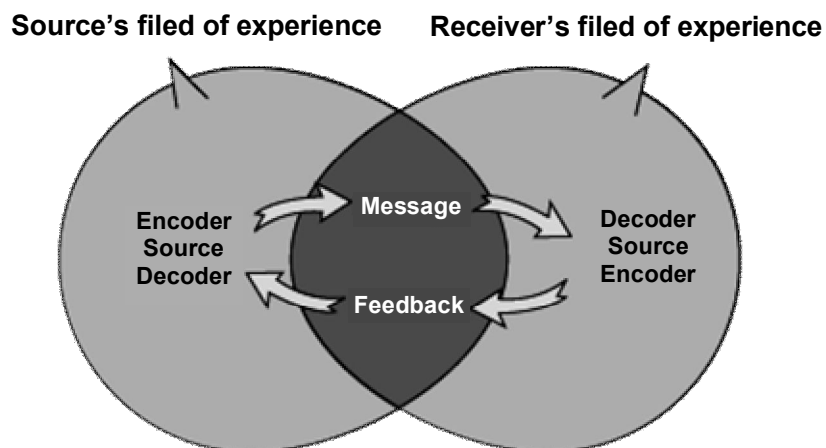
- **Semantic Noise:** Different interpretations of the meanings of certain words. For example, the word “weed” can be interpreted as an undesirable plant in a yard, or as a euphemism for marijuana.
- **Syntactical Noise:** Mistakes in grammar can disrupt communication, such as abrupt changes in verb tense during a sentence.
- **Organisational Noise:** Poorly structured communication can prevent the receiver from accurate interpretation. For example, unclear and badly stated directions can make the receiver even more lost.
- **Cultural Noise:** Stereotypical assumptions can cause misunderstandings, such as unintentionally offending a non-Christian person by wishing them a “Merry Christmas”.
- **Psychological Noise:** For instance, great anger or sadness may cause someone to lose focus on the present moment. Disorders such as Autism may also severely hamper effective communication.

**Disadvantages of Linear Model**

- Assumption that all communication involves encoding. (For example, there are non-verbal cues that occur whether we speak or not. Some of these cues are unconsciously done).
- Suggests that communication flows in one direction, from sender to receiver only
- Ignores the fact that receivers react to messages by sending other messages of their own.
- The model assumes that communication has a particular beginning and an end, so it is not continuous.
- There is no concept of feedback which makes it inapplicable to direct human communication and only applicable to mass communication like newspaper, television, etc. There is no way to know if the communication was effective or not.
- Human communication is mostly circular rather than linear as audience are also active participants.

**Interactive Model**

It is two linear models stacked on top of each other. The sender channels a message to the receiver and the receiver then becomes the sender and channels a message to the original sender.



**Features:**

- Indicates that communication is not a one-way but a two-way process.
- It also has “field of experience” which includes our cultural background, ethnicity, geographic location, extent of travel, and general personal experiences accumulated over the course of your lifetime.

**Components of Interactive Model**

- **Encoder-Source-Decoder:** The person who originates a message is the source. The encoder and decoder are the same person/source. The second source is also encoder as well as decoder. The source acts as an encoder while sending the message and as decoder while receiving the message. The second source decodes the message, then originates another message, encodes it and sends it to the first source. The source is known to be encoder and decoder during the act of encoding and decoding.
- **Message:** Message is the information sent during the interaction.
- **Feedback:** The decoder forms a second message after receiving the first which is known as feedback.
- **Field of Experience:** Field of experience is the experience and knowledge that the source possess which affects the message formation and interpretation. For example, the source’s culture, social behaviour, etc.

In interactive model, whenever a source sends a message to a receiver (source), he/she encodes the message first. The encoded message is then received by the receiver where it is decoded to get the original information. Again, the receiver acts as a source, encodes another message (also known as a feedback) and sends it back to the sender.

The message formation of both sources are affected by their “field of experience”.

Field of Experience is a communication pattern which alters according to the respective culture, social, psychology, situation and channels used. Overlapping field of experiences initiates conversation and conversation, in turn, expands the communicator’s field of experience. All these factors also affect the message interpretation.

The model also has a concept of noise and barriers to communications like language, network problems, etc. which affects the communication process. There is an open line of communication in interactive communication model. Being interactive is taken to be a very important aspect of effective communication.

**Interactive Model Examples**

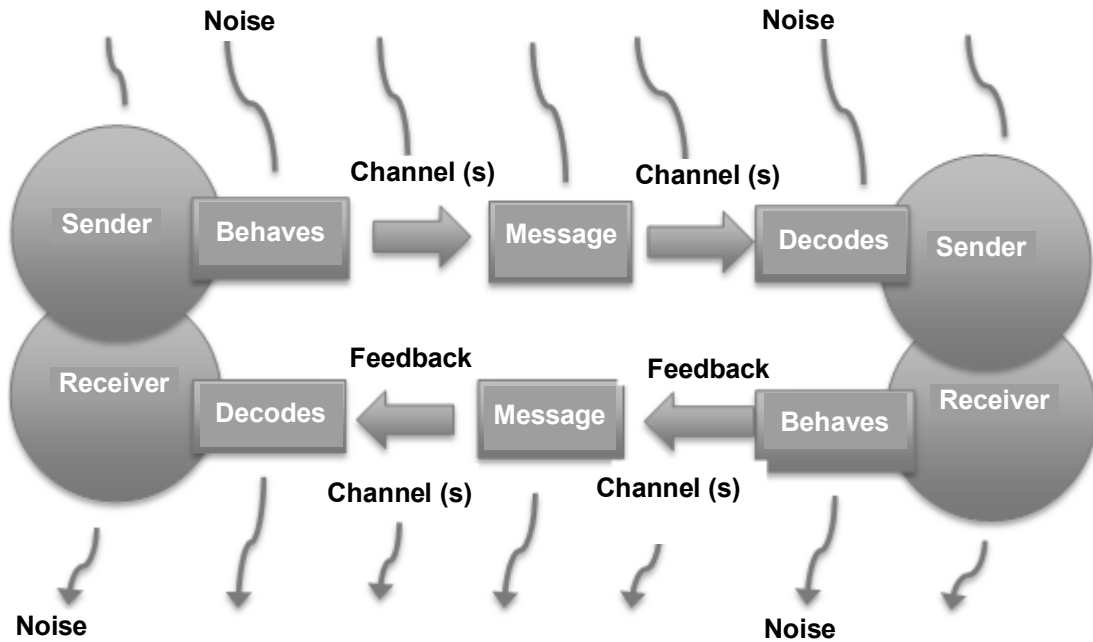
- Human-computer interaction is considered as interactive communication as the model is circular where the senders interchange messages every time.
- Social media, interactive marketing and user-generated contents, ATM machines, online shopping, chat rooms, etc. are other examples of interactive communication model.

**Criticisms of Interactive Communication**

- Feedback is not simultaneous and can take a long time as this model is mostly used for internet.
- Communication is not taken as dynamic. It predicts communication to follow the same pattern always.

### Transactional Model

Transactional model of communication is the exchange of messages between sender and receiver where each take turns to send or receive messages. Here, both “sender” and “receiver” are known as “communicators” and their role reverses each time in the communication process as both processes of sending and receiving occurs at the same time.



The transactional model also contains ellipses that symbolize the communication environment (how you interpret the data that you are given). Where the ellipses meet is the most effect communication area because both communicators share the same meaning of the message. For example, talking/listening to friends. While your friend is talking, you are constantly giving them feedback on what you think through your facial expression, verbal feedback without necessarily stopping your friend from talking.

Hence, it is the process of continuous change and transformation where every component is changing such as the people, their environments and the medium used. Due to this, it assumes the communicators to be independent and act any way they want. Since both sender and receiver are necessary to keep the communication alive in transactional model, the communicators are also interdependent to each other.

**Feature:**

- The model assumes that communication has a particular beginning and an end, so it is not continuous.

**Advantages:**

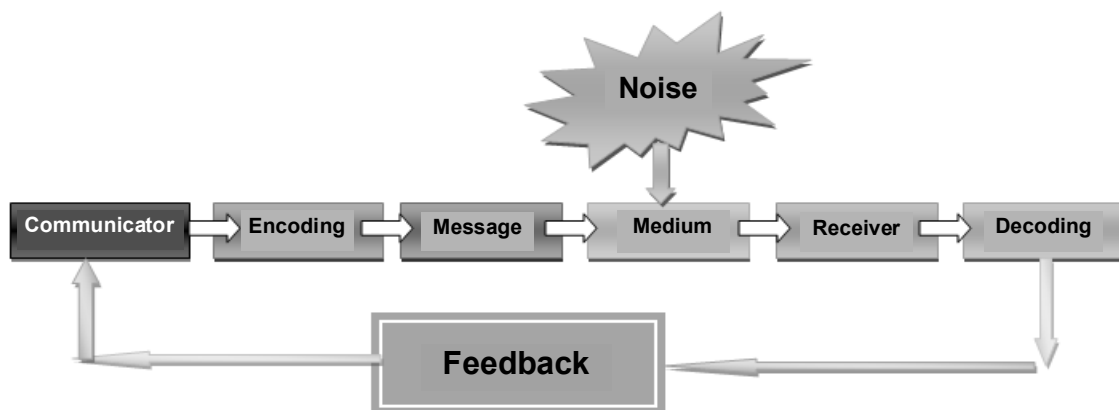
- Firstly, it recognises that each of us is a sender-receiver, not merely a sender or a receiver.
- Secondly, it recognises that communication affects all parties involved. So, communication is fluid/simultaneous. This is how most conversations are like.

**Disadvantages:**

- The model assumes that communication has a particular beginning and an end, so it is not continuous.
- There is no concept of feedback which makes it inapplicable to direct human communication and only applicable to mass communication like newspaper, television, etc. There is no way to know if the communication was effective or not.
- Human communication is mostly circular rather than linear as audience is also an active participant.
- Communication may not happen in turns and more than one message can be sent at the same time.
- The sender must have the ability to encode and the receiver must have the ability to decode.
- The model has become less relevant to electronic communication and internet where it's not clear who is the sender and who is the receiver.

**Contemporary Model**

The modern day style of communication features is developed primarily from the early work associated with Shannon along with Weaver along with Schramm. These experts have been related to expounding on the process of communication in a way that may be useful in most situations.



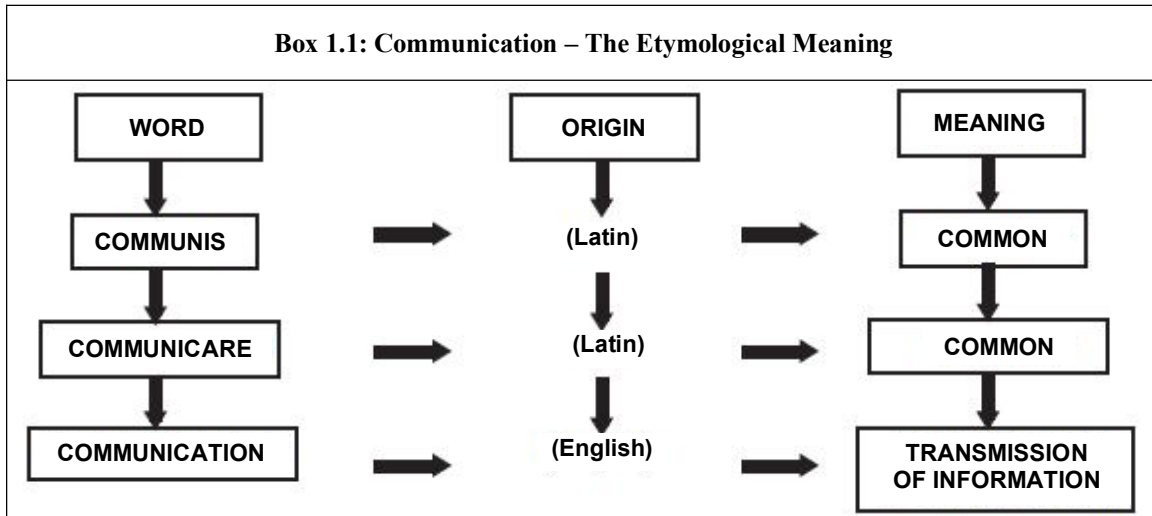
**Contemporary Model or Modern Model of Communication**

The normal regions of modern day style of communication incorporate communicator, encoding, information, moderate, recipient, decoding and feedback.

**MEANING OF THE WORD COMMUNICATION****Etymological**

The word 'Communication' is derived from the Latin word 'Communis' meaning 'to make common.' When something is made common, it means 'sharing.' When we communicate, we share our point of views, feelings and emotions assigned to a situation with another person. We want the other person to understand in the same way as we have understood it.

In communication, it is therefore essential that the generation of meaning by one person and the attribution of meaning by the other person should be 'common.' Essence of communication, therefore, lies in the establishment of 'commonness' by the communicator with the communicate (i.e.) the receiver.



Source: *Great Illustrated Dictionary, Reader's Digest Association Ltd., New York, 1984, p. 357.*

### Practical Meaning

Practically, communication is the act of conveying information and ideas. It involves telling, listening and understanding. It is the transfer of information and understanding from individuals and/or organisations to another. Communication encompasses all human behaviour that results in sharing or exchange of facts, ideas, opinions or emotions. However, sound your ideas or well reasoned your decisions, they become effective only when they are transmitted to others and achieve the desired response. Communication involves transmission and reception of messages. **Just as an artist uses a brush and paint to depict a beautiful sunset or landscape, so too, do communicators use messages to represent their perceptions, thoughts and feelings.**

### COMMUNICATION VS. COMMUNICATIONS

According to **Brent Rubin**, traditionally, the term ‘communications’ (with an ‘s’ at the end) has been used when referring to activities involving technology and the mass media. And the term ‘Communication’ (without an ‘s’ at the end) is typically used to describe face-to-face and written messages, as well as the field as a whole. **With the growth of communication technology, the two terms are being used interchangeably more often.**

**Box 1.2: Some Interesting Facts about Communication**

1. Most people think at a rate of 400 to 500 words a minute but most people speak at only about 125 words a minute. And while writing, the pace is even slower — only at 25 to 30 words a minute.  
**George R. Terry and Stephen G. Franklin**
2. Animals live without knowing how they live, and they communicate without knowing how they communicate. By and large, so do we. Unlike animals, however, we speculate about how we live and how we communicate. Our better brain and our unique means of communication — language — make such speculation possible.  
**John R. Pierce**
3. An educated adult in daily conversation uses about 2000 (two thousand) words, of which the 500 (five hundred) most commonly used words have 14000 (fourteen thousand) dictionary definitions.  
**William M. Sattler**



## COMMUNICATION — DEFINITIONS

The term 'communication' has been defined differently by different communication theorists. Some important definitions of communication (arranged alphabetically) are quoted below:

1. **Allen, Louis A.:** Communication is the sum of all the things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding.

2. **American Management Association (AMA):** Communication is any behaviour that results in an exchange of meaning.

3. **American Society for Training and Development (ASTD):** Communication is the interchange of thought or information to bring about mutual understanding and confidence or good human relations.

4. **Baird Jr., JOHN E.:** Communication is the process involving the transmission and reception of symbols eliciting meaning in the minds of the participants by making common their life experiences.

5. **Birvenu:** Communication is the process of transmitting feelings, attitudes, beliefs and ideas between living beings.

6. **Bittel, Lester R.:** Communication is the process in human relations of passing information and understanding from one person to another.

7. **Brilhart and Galanes:** Communication is the perception, interpretation and response of people to signals produced by other people.

8. **Brown, C.A.:** Communication is the process of transmitting ideas or thoughts from one person to another person for the purpose of creating understanding in the thinking of the person receiving the communication.

9. **Brown, Leland:** Communication is the transmission and interchange of facts, ideas, feelings or course of action.

10. **Cartier, F.A. and Harwood, K.A.:** Communication is a process for conducting the attention of another person for the purpose of replicating memories.

11. **Chappell and Read:** Communication is any means by which thought is transferred from one person to another.

12. **Cunning, M.W.:** Communication is the process of conveying messages (facts, ideas, attitudes and opinion) from one person to another so that they are understood.

13. **Dance, F.E.X.:** Communication is the process by which people seek to share meaning via the transmission of symbolic messages.

14. **Davis, Keith:** Communication is the process of passing information and understanding from one person to another. It is essentially a bridge of meaning between people. By using this bridge of meaning, a person can safely cross the river of misunderstanding that separates all people.

15. **Dawson, Tony:** Communication is a two-way process, involving the sending and the receipt of a message and that one major criterion in the judgement of the success of a communication exercise is whether the receiver actually receives what the transmitter thinks he or she has transmitted.

**16. Duncan, W. Jack:** Communication is the process of transferring information meaningfully from one person to another.

**Box 1.3: Communication Defined**

‘Communication is the process of transferring thoughts and ideas from one person to another’. On the surface, this definition sounds good. However, the words ‘transferring’ and ‘from one person to another’ inaccurately imply that communication is like pouring liquid from a pitcher. In other words, the definition implies a simple, one-way action where person ‘A’ takes knowledge from his or her head and simply pours (transfers) it into the head of person ‘B’ (see Figure 1.1). Obviously, communication is not so simple. Person B may refuse to accept A’s ideas and may, instead, wish to present his or her own ideas (give feedback). Or person B may completely misinterpret A’s message. According to **David Berlo**, ‘Communication does not consist of the transmission of meaning. Meanings are not transferable. Only messages are transmittable, and meanings are not in the message, they are in the message-user’.



**Fig. 1.1: “I’m only going to tell you this one time, Thompson. And you’d better get it right”**

*Source: Cheryl Hamilton and Cordell Parker, Communicating for Results, Wadsworth Publishing Co., California, 2nd Edition, 1987, pp. 3-4.*

A more accurate definition of communication would, therefore be: communication is the process of people sharing thoughts, ideas, and feelings with each other in commonly understandable ways.

**17. Flippo, Edwin B. and Munsinger, Garry M.:** Communication is the act of intercourse by words, letters, symbols or messages and is a way that one organisation member shares meaning and understanding with another.

**18. Gibson, Ivancevich and Donnelly:** Communication is the transmission of information and understanding through the use of common symbols.

**19. Haimann, Theo:** Communication is the process of passing information and understanding from one person to another. It is the process of imparting ideas and making oneself understood by others.

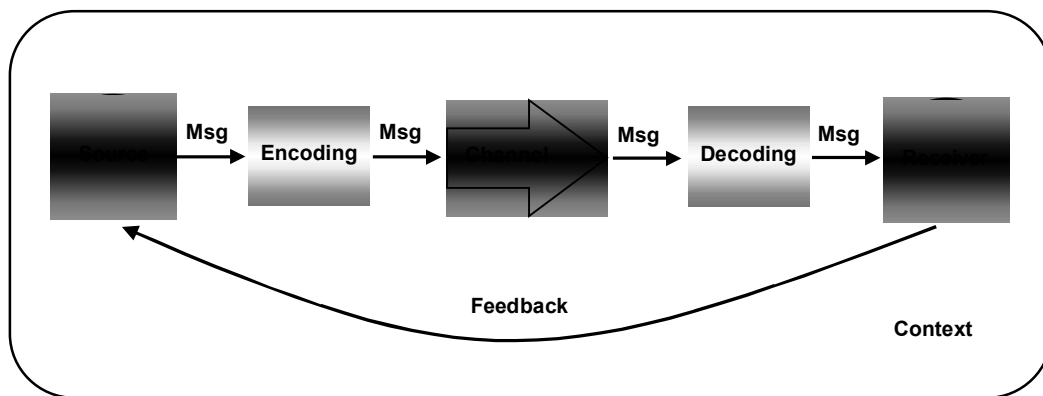
**20. Hedge, Billy J.:** Communication can be thought of as an attempt to achieve as complete and as accurate an understanding as possible between two or more people. It is an act characterised by a desire in one or more individuals to exchange information, ideas or feelings.

**21. Hitt, Middlemist and Mathis:** Communication is the exchange of information between two or more people in a way that creates understanding.

**22. Hudson, Cyril L.:** Communication in its simplest form is conveying of information from one person to another.

**23. Jaques:** Communication is the sum total of directly and indirectly, consciously and unconsciously transmitted feelings, attitudes and wishes.

## THE COMMUNICATION PROCESS



The communication process is dynamic, continuous, irreversible and contextual. It is not possible to participate in any element of the process without acknowledging the existence and functioning of the other elements.

These are the important elements of the communication process:

- 1. Sender/Encoder:** The sender also known as the encoder decides on the message to be sent, the best/most effective way that it can be sent. All of this is done bearing the receiver in mind. In a word, it is his/her job to **conceptualise**.

The sender may want to ask him/herself questions like: What words will I use? Do I need signs or pictures?

- 2. Medium:** The medium is the immediate form which a message takes. For example, a message may be communicated in the form of a letter, in the form of an email or face-to-face in the form of a speech.
- 3. Channel:** The channel is that which is responsible for the delivery of the chosen message form. For example, post office, internet, radio, etc.

4. **Receiver:** The receiver or the decoder is responsible for extracting/decoding meaning from the message. The receiver is also responsible for providing feedback to the sender. In a word, it is his/her job to **interpret**.
5. **Feedback:** This is important as it determines whether or not the decoder grasped the intended meaning and whether communication was successful.
6. **Context:** Communication does not take place in a vacuum. The context of any communication act is the environment surrounding it. This includes, among other things, place, time, event and attitudes of sender and receiver.
7. **Noise (also called Interference):** This is any factor that inhibits the conveyance of a message. That is, anything that gets in the way of the message being accurately received, interpreted and responded to. Noise may be internal or external. A student worrying about an incomplete assignment may not be attentive in class (internal noise) or the sounds of heavy rain on a galvanized roof may inhibit the reading of a storybook to second graders (external noise).

## NEED OF COMMUNICATION

1. **We communicate to persuade:** It means that we want someone to do something and this desire of ours is communicated. The mother patting the child to stop crying, the advertiser displaying a model in a new T-Shirt and the politician haranguing (urging) his audience to vote for him are all having the same objective of persuading, while communicating it differently.
2. **We communicate in order to give or provide information:** The science teacher demonstrating an experiment, the bank announcing a reduction in interest rates and the finance minister presenting the budget are all communicating to provide information.
3. **We communicate seeking information:** A passer-by asking you the way to the post office, the student asking the teacher for some clarification or the investigating policeman making discreet enquiries are all seeking information by using this communication skill.
4. **We communicate to express our emotions:** We need to express our emotions like courage or fear, joy or sorrow, satisfaction or disappointment with appropriate gestures and words. Some people have unlimited skill to emote (i.e., to display excessive emotion) to suit the occasion. It is through communication that we express our emotions.

## FEEDBACK AND ITS IMPORTANCE

The term 'feedback' is used to describe the helpful information or criticism about prior action or behaviour from an individual, communicated to another individual (or a group) who can use that information to adjust and improve current and future actions and behaviour.

Feedback occurs when an individual reacts to an action or behaviour. For example, 'customer feedback' is the buyers' reaction to a company's products, services, or policies; and 'employee performance feedback' is the employees' reaction to feedback from their manager – the exchange of information involves both performance expected and performance exhibited.

Who would dispute the idea that feedback is a good thing? Everyone will agree that feedback helps to improve and enhance an individual, group, business, business unit, company or organization –

and that information can be used to make better informed decisions. It also allows us to build and maintain communication with others.

### Reasons Why Feedback is Important

Effective feedback, both positive and negative, is very helpful. Feedback is valuable information that will be used to make important decisions. Top performing companies are top performing companies because they consistently search for ways to make their best even better. For top performing companies, 'continuous improvement' is not just a showy catchphrase. It's a true focus based on feedback from across the entire organisation – customers, clients, employees, suppliers, vendors and stakeholders. Top performing companies are not only good at accepting feedback, they deliberately ask for feedback. And they know that feedback is helpful only when it highlights weaknesses as well as strengths.

Effective feedback has benefits for the giver, the receiver, and the wider organisation. Here are five reasons why feedback is so important.

1. **Feedback is always there:** If you ask someone in your organisation when feedback occurs, they will typically mention an employee survey, performance appraisal or training evaluation. In actuality, feedback is around us all the time. Every time we speak to a person, employee, customer, vendor, etc., we communicate feedback. In actuality, it's impossible not to give feedback.
2. **Feedback is effective listening:** Whether the feedback is done verbally or via a feedback survey, the person providing the feedback needs to know they have been understood (or received) and they need to know that their feedback provides some value. When conducting a survey, always explain why respondents' feedback is important and how their feedback will be used.
3. **Feedback can motivate:** By asking for feedback, it can actually motivate employees to perform better. Employees like to feel valued and appreciate being asked to provide feedback that can help formulate business decisions. And feedback from client, suppliers, vendors and stakeholders can be used to motivate to build better working relations
4. **Feedback can improve performance:** Feedback is often mistaken for criticism. In fact, what is viewed as negative criticism is actually constructive criticism and is the best kind of feedback that can help to formulate better decisions to improve and increase performance.
5. **Feedback is a tool for continued learning:** Invest time in asking and learning about how others experience working with your organisation. Continued feedback is important across the entire organisation in order to remain aligned to goals, create strategies, develop products and services improvements, improve relationships, and much more. Continued learning is the key to improving.

### Types of Feedback

Humanist Carl Rogers, a leading psychologist, listed five types of feedback. They are:

#### **Evaluative**

Evaluative feedback makes a judgement about the other person, evaluating worth or goodness. There is a big difference between judging a person and their actions.

A personal evaluation judges the whole person and implies that this is a personal and unchangeable attribute. Negative personal evaluation can be very uncomfortable for the other person. Positive personal evaluation, on the other hand, is very flattering. Feedback should always be for the action and not the person.

**Behavioural**

Behavioural feedback evaluates the action of the person.

**Interpretive**

In interpretive evaluation, you seek to test your understanding of what has been said by interpreting and paraphrasing back to the other person what you think has been said. This is typically followed by a question to allow the other person to agree with your interpretation or offer a correction.

Understanding is not perfect and testing understanding is generally a very good thing to do. It is generally flattering too, as you are showing active interest in what they are saying.

**Supportive**

In supportive evaluation, you seek to support the other person in some way.

In flattery, you support the other person's ego by telling them they are good in some way (whether or not this is true).

Supportive feedback can be reversed with the deliberate purpose of damaging the other person's ego in a personal attack.

**EMERGENCE OF COMMUNICATION AS A KEY CONCEPT IN CORPORATE AND GLOBAL WORLD**

We live in a communication era, with rapid expansion in the reach of mass media, and improved techniques for the interpersonal exchange of ideas. The advent of technology, for example, has brought this medium to remote corners of even the least developed countries, where a lack of electricity can be overcome by solar-powered transmitters and receivers.

**Communication is a key concept in the corporate world due to the following:**

**Intra-office**

Internal business communication is important to your company's success. The smooth transfer of information between departments ensures that daily tasks are completed. For example, salespeople need to work with accounting people to approve new client accounts and discuss collections on past due clients. Without a smooth internal communication network, information and requests for action will get lost and delayed. The company will miss deadlines, and revenue will be slowed due to delayed invoice collections.

**Managerial**

Communication between a manager and employee is important in the development of the employee, in maintaining of positive morale and in creating more efficient job processes. Managers can work with employees on career development plans that improve productivity and benefit the company with the help of clear communication. The constant interaction between a manager and employee on day-to-day issues can help to head off problems before they cause damage, and can allow the staff to develop solutions that can be implemented in other parts of the company.

## Customers

Improved communication with the client can gain a customer's loyalty. Internet suggestion forms, customer input phone numbers and personal representatives at retail locations are ways that companies open up communication with customers and gain valuable input. Customer service associates are trained to assist customers with product issues and problems, which can help to retain repeat business and secure revenue streams.

## Community

Public relations is used to create a company image and address corporate issues within the community. Part of communicating with the community is making charitable donations to local groups, and getting involved in community causes such as school or hospital funding. Alerting the community to the company's involvement in civic causes will help to create a positive bond between the community and the company. Addressing negative issues immediately, and truthfully, is also an important part of communication with the community.

## THE IMPORTANCE OF COMMUNICATION IN A GLOBAL MARKET

Communication skills are becoming vital. If global business leaders are to effectively manage, how they communicate with a multilingual and multicultural team, located across different time zones and markets, is increasingly important and critical to business success.

Even the most globetrotting manager cannot be everywhere at once. The world of work is increasingly complex and strong communication skills are vitally important in a successful leader.

They allow a leader to remain attuned to the different cultural and societal expectations of global teams through regular contact, while keeping in mind regional sensitivities and market differences.

This includes being aware of how what you are saying is perceived by others, especially if English is not their first language.

It's also about bringing people together – networks are hugely important to learning, while ongoing leadership and talent development are also critical.

This includes managing different ways of working, such as differing leadership and cultural styles. Coaching and training in effective communication techniques, such as the danger of ambiguity, the need for clarity and the benefits of picking up the phone or even getting on a plane, are also essential.

How you communicate is vital.

## REVIEW QUESTIONS

### I. Fill in the Blanks

1. The sender of the message is called \_\_\_\_\_.
2. The receiver of the message is \_\_\_\_\_.
3. \_\_\_\_\_ is important for effective communication.
4. \_\_\_\_\_ can interrupt the communication process
5. The process of communication is \_\_\_\_\_ in nature.

## II. Match the Following

- | (A)   | (B)                                       |
|---|---|
| 1. Feedback                                 | (a) There is an understanding response    |
| 2. Process of communication is              | (b) Necessary for effective communication |
| 3. Effective communication takes place when | (c) Helps share information across people |
| 4. Communication in corporate world         | (d) Organisation can implement strategies |
| 5. With the help of efficient communication | (e) Cyclic in nature                      |

## III. Multiple Choice Questions

- Communication is a two-way process of \_\_\_\_\_ and \_\_\_\_\_ information.
  - Caring and sharing
  - Stealing and receiving
  - Sending and receiving
  - None of the above
- 'Communis' means to \_\_\_\_\_.
  - Look back
  - To make known
  - To set aside
  - To make common
- Communication in order to take place requires two persons \_\_\_\_\_.
  - Stranger and enemy
  - Encoding and decoding
  - Sender and receiver
  - All of the above
- Communication involves exchange of \_\_\_\_\_ messages.
  - Verbal
  - Non-verbal
  - Both (a) and (b)
  - None of these
- Communication is needed to \_\_\_\_\_.
  - To persuade
  - To motivate
  - To express emotions
  - All of these

## IV. Answer the Following Questions

- Explain the terms in 2-3 sentences:
  - Give any two definitions of communication.
  - Why is it necessary to understand the origin of the word communication?
  - Feedback and its importance



- (d) Decoding
- (e) Encoding
- 2. List the five important components of communication and explain.
- 3. What is feedback? What are the types of feedback? Why is feedback important?
- 4. Write any five characteristics of communication.
- 5. Write a short note on why communication is important in the corporate world.
- 6. Write a note on the impact of technological advancements on communication.
- 7. Define communication and explain the process of communication with the help of a neat labelled diagram.
- 8. Enumerate, citing examples, the various characteristics of communication.
- 9. Explain the need and importance of Business Communication.

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