

MANAGERIAL
COMMUNICATION SKILLS
(MCS)
SUBJECT MATERIAL

UNIT-I

MANAGERIAL COMMUNICATION SKILLS

INTRODUCTION:

The word communication has been derived from the Latin word ‘**COMMUNIS**’ which means ‘**COMMON**’. Thus, communication means sharing of ideas in common.

Communication means “the imparting, conveying or exchange of ideas, knowledge, etc., whether by speech, writing or signs.” Communication takes place when one person transfers information and understanding to another person. It refers to the exchange of ideas, feelings, emotions, knowledge and information between two or more persons.

DEFINITION:

“Communication is the process of passing information and understanding from one person to another.”—Keith Davis.

“Communication as any behaviour that results in an exchange of meaning.”—The American Management Association.

CHARACTERISTICS NATURE OF COMMUNICATION:

From the analysis of above-mentioned definitions we get the following essential features of communication:

1. It Involves at Least Two Persons:

Communication involves at least two persons, a sender and a receiver. The sender is called communicator and the receiver of the message is known as communicate. A person who speaks, writes or issues some instructions is the sender and the person for whom the communication is meant or who receives the message is the receiver or communicates.

2. Message is a Must:

A message is the subject matter of communication. e.g., the contents of the letter or speech, order, instructions or the suggestions. A communication must convey some message. If there is no message there is no communication.

3. Communication May be Written, Oral or Gestural:

Communication is generally understood as spoken or written words. But in reality, it is more than that. It includes everything that may be used to convey meanings from one person to another, e.g., movement of lips, or the wink of an eye or the wave of hands may convey more meaning than even written or spoken words.

4. Communication is a Two Way Process:

It involves both information and understanding. Communication is not complete unless the receiver has understood the message properly and his reaction or response is known to the sender. Understanding is the end result of communication but it does not imply agreement.

5. Its Primary Purpose is to Motivate a Response:

The primary purpose of communication is to motivate response or influence human behaviour. There is no doubt that motivation comes from within but communicator can also motivate people by good drafting of message, proper timing of communication, etc. To create understanding, communication should be relevant to the situation. It must always be remembered that communication is a means of motivating and not an end itself.

6. Communication may be Formal or Informal:

Formal communication follows the formal channels provided in the organisation structure. For example, the Managing Director communicates with the departmental heads, say Finance Manager, finance manager communicates to deputy finance manager, the deputy finance manager with accounts officer and so on.

In simple words, in informal communication, there is no direct communication between the Managing Director and the accounts clerks. Informal communication flows from informal channels of communication which are not provided in the organisation structure. These channels develop among members because of personal contacts through working with each other.

7. It Flows Up and Down and also from Side to Side:

Communication flows downward from a superior to subordinate and upward from subordinate to a superior. It also flows between two or more persons operating at the same level of authority.

8. It is an Integral Part of the Process of Exchange:

It refers to the exchange of ideas, feelings, emotions and knowledge and information's between two or more persons.

ELEMENTS OF COMMUNICATION

ELEMENTS OF COMMUNICATION PROCESS:

Communication process involves elements like sender, receiver, encoding, decoding, channel/ media, voice and feedback. These elements are explained below:

The different elements of communication are as under:

1. Sender:

He is the person who sends his ideas to another person. For example, if a manager wants to inform his subordinates about the introduction of a new product, he is the sender.

2. Message:

The idea, feeling, suggestion, guidelines, orders or any content which is intended to be communicated is message. For example, message is the introduction of new product.

3. Encoding:

It is the process of converting the idea, thinking or any other component of message into symbols, words, actions, diagram etc. For example, message is connected in words and actions.

4. Media:

It is the medium, passage or route through which encoded message is passed by the sender to the receiver. There can be various forms of media-face to face communication, letters, radio, television, e-mail etc. For example manager inform about the introduction of a new product in a meeting through presentation.

5. Decoding:

It means translating the encoded message into language understandable by the receiver.

6. Receiver:

He is the person to whom the message has been sent. For example, subordinates are receivers.

7. Feedback:

It is the response by the receiver. It marks the completion of the communication process.

8. Noise:

It is the hindrance in the process of communication. It can take place at any step in the entire process. It reduces the accuracy of communication e.g. 1) Disturbance in the telephone lines, 2) An inattentive receiver 3) Improper Decoding of Message etc.

IMPORTANCE OF COMMUNICATION

Communication is to the organization as blood is to the body. The success of all the functions of management depends upon the effective communication.

Significance of communication can be understood from the following points:

1. Acts as Basis of Coordination:

Communication helps in coordinating the activities of various departments and persons in an organisation by providing complete information about organisational goals, ways of achieving them, interpersonal relationship among persons etc. Hence, communication acts as basis for coordination.

2. Helps in Smooth Working of an Enterprise:

Communication ensures smooth functioning of an enterprise. Existence of an organisation depends fully on communication. The activities of an organisation shall come to a standstill if communication stops.

3. Acts as Basis of Decision Making:

Communication helps in the process of decision making by providing all the necessary information. In the absence of communication of relevant information, one cannot take any meaningful decision.

4. Increases Managerial Efficiency:

The various functions of the manager involve:

- (a) Providing information regarding the goals and objectives of an enterprise.
- (b) Providing instructions
- (c) Allocating jobs and responsibilities
- (d) Overseeing the work of the workers.

All these functions involve communication. Thus, communication is essential for effective performance of managerial functions.

5. Promotes Cooperation and Industrial Peace:

To ensure smooth and efficient functioning of an organisation is the main aim of the management. This is possible only when there is peace and harmony between the management and the workers. The two way communication helps in establishing same.

6. Establishes Effective Leadership:

A good leader must possess efficient communication skills for influencing the behaviour of the subordinates. Thus, communication is the basis of leadership.

7. Boosts Morale and Provides Motivation:

An efficient communication system helps in motivating, inspiring and satisfying the subordinates. Moreover, it also helps in establishing participative and democratic type of management.

MEDIA OF COMMUNICATION

WRITTEN COMMUNICATION:

A 'Written Communication' means the sending of messages, orders or instructions in writing through letters, circulars, manuals, reports, telegrams, office memos, bulletins, etc. It is a formal method of communication and is less flexible. A written document preserved properly becomes a permanent record for future reference.

It can also be used as legal evidence. It is time-consuming, costly and unsuitable for confidential and emergent communication. Written communication, to be effective, should be clear, complete, concise, correct, and courteous.

ADVANTAGES OF WRITTEN COMMUNICATION:

1. It is suitable for long distance communication and repetitive standing orders.
2. It creates permanent record of evidence. It can be used for future reference.
3. It gives the receiver sufficient time to think, act and react.
4. It can be used as legal document.
5. It can be sent to many persons at a time.
6. It is suitable for sending statistical data, chart, diagram, pictures, etc.
7. Order, allocation of work, job distribution, etc. in written form reduce ambiguity and help in fixation of responsibility.
8. Uniformity in work procedure can be maintained through written communication.
9. It is easy to send unpleasant or bad news through written communication.
0. A good written communication can create goodwill and promote business.

LIMITATIONS OR DISADVANTAGES OF WRITTEN COMMUNICATION:

1. It is time-consuming. Composing a message in writing takes much time. Writing letters, typing orders, notices, etc. and sending to appropriate destination require time. Feedback process also is not instant.
2. It is expensive not so much due to postal charges but in terms of so many people spending so much of their time.
3. It cannot maintain strict secrecy which would have been possible in oral communication.
4. Written communication has no scope for immediate clarification if not understood properly.
5. Being written in nature it is less flexible and cannot be changed easily.
6. It is not effective in the case of emergency.

ORAL COMMUNICATION:

Transmission of orders, messages, information or suggestions through spoken words is called 'Oral or Verbal Communication'. It is effective for communication in meetings, conferences, gatherings, group discussions, interviews, face-to-face talks, telephonic talks, etc.

It is a direct and informal method of communication. A personal contact is established in such communication. So, it is useful in motivating people. It is very much flexible in nature. It is speedy, economic and suitable for confidential and emergent talks.

ADVANTAGES OF ORAL COMMUNICATION:

1. It saves time. Contact can be established quickly. Time spent on preparing draft of letters, circulars, notes, explanation and finalising them in the case of written communication can be saved.
2. Clarification and feedback is possible immediately. The listener may ask questions for proper explanation and the speaker is also in a position to know the reaction of the listener immediately.

3. A personal contact between the communicator and the communicate helps to build up better relationship between them.
4. It fosters a friendly and co-operative spirit as oral communication is often carried on through informal basis.
5. It is most suitable for confidential and emergent talks.
6. Oral communication is effective for communication in meetings, conferences, gatherings, group discussions, interviews, face-to-face talks, telephonic talks, etc.
7. It is flexible and changes can be made easily.
8. It is economic. It saves money. Stationery spent in written communication can be saved.
9. While making oral communication the gestures, body language, changes in voice, etc. of the participants disclose their intention.
10. Oral communication is effective in persuading people. This is why, the managers and supervisors prefer to communicate their ideas, opinion and thinking to their subordinates through this mode.

LIMITATIONS OF ORAL COMMUNICATION:

1. It is not suitable if distance between the speaker and the listener is great. Of course, this difficulty may be removed with the help of some mechanical devices like telephone.
2. It is unsuitable if the matter to be communicated is lengthy.
3. Economy in such communication depends on control. Use of telephone may cost a lot if proper control is not exercised.
4. It lacks recorded evidence for future reference.
5. It does not allow the listener much time to think, act and react.

6. It can be easily distorted or changed.
7. As no records of oral communication are generally kept, denial is easy.
8. It has no legal validity unless it is tape-recorded or video-recorded.
9. In the case of a mistake or neglect of duty no one can be specifically held responsible owing to the absence of proof in oral communication.
10. Communication of statistical data is not suitable in oral communication as mistake is likely to occur easily.

VISUAL COMMUNICATION

The communication which is done through sight is called *visual communication*. Such as facial expression, gesture, eye contact, signals, map, chart, poster etc. it also includes graphic design, illustration and animation, books, print, magazines, screen-based media, interactive web design, short film, design for advertising, promotion, corporate identity and packaging design etc.

Visual presentation of information and data is having an increasing impact on our practical life. In spite of having impact on our life, visual communication is not alone sufficient for exchanging information. For example to indicate 'danger' we use red sign, to indicate 'no smoking'; we use an image showing a lighted cigarette with across mark on it etc.

ADVANTAGES OF VISUAL COMMUNICATION:

Now-a-days, most of the business organizations are using visual techniques to present the information. It is becoming very popular day by day. Visual presentation is beneficial for many reasons. Some of them are as follows:

1. **Effective for illiterate receiver:** If the receivers are illiterate, the visual communication will be more effective to exchange information. They can easily understand the information that is presented visually.
2. **Helps in oral communication:** Visual techniques can be used with **oral communication**. Oral communication becomes more meaningful if graphs, pictures and diagrams are used with it.
3. **Easy explanation:** Everyone can explain the meaning of it very easily. Easy explanation has made the visual techniques more popular.
4. **Simple presentation:** Complex information, data and figures can be easily presented very simply on graphs, pictures and diagrams.
5. **Prevents wastage of time:** Visual techniques help to prevent the wastage of time. Written and oral communication takes much time to exchange information. But number of receivers can be communicated at a time through visual methods.
6. **Helps in quick decision:** Visual communication helps to take quick decision. So management prefers visual techniques to communicate with others.
7. **Popular:** Visual communication is very much popular because people do not like much speech and long explanation rather than a chart or a diagram.
8. **Others:** Artful presentation, Adds impact to the information, quicker understanding.

DISADVANTAGES OF VISUAL COMMUNICATION:

1. **Costly:** The visual methods of communication are more costly than those of other methods. To draw maps, charts, diagram is costly. That is why only large company or organization can use this technique.
2. **Complex presentation:** Sometimes visual presentation of information becomes complex. The receivers cannot understand the meaning of the presentation.

3. **Incomplete method:** This technique is considered as an incomplete method. Visual presentation is not sufficient to communicate effectively and clearly but also it can be successfully used with oral communication.
4. **Wastage of time:** Sometimes visual techniques take much time to communicate. Whereas **oral communication** takes no time to exchange information.
5. **Difficult to understand:** Difficult to understand and requires a lot of repetitions in visual communication. Since it uses gestures, facial expressions, eye contact, touch etc. for communicating with others which may not be understandable for the simple and foolish people.
6. **Problem for general readers:** General people are not prefers to communicate through visual communication with others. Sometimes it cannot create an impression upon people or listeners. It is less influential and cannot be used everywhere.
7. **Others:** Ambiguity, situational problem, delays in taking decision.

AUDIO-VISUAL COMMUNICATION:

Audio-visual communication that may use of telecast short films on the cinema screen and video tapes is the latest medium of communication. It a combination of sight and sound. It may make as written words also.

Audio-visual communication is founds suitable form as publicity, mass propaganda and mass education, large business laws frequently make use of this techniques to educate their works and to populars their products. The working of a new product can be effectively demonstrated through audio visuals. Audio communication is suitable mostly tor mass publicity and mass educations.

SILENCE

Here we do not communicate through words, sign and signals, alone we communicate through the silence also. Elegant than words is not a meaningless usage. It contains in it the essence of generations of experience is not unusual to come across a situation in which nothing can express ones response is effectively as silence.

Silence can effectively communicate a number of responses. Two stranger talk together or to each other for a few moments and they become silent. There is a communication gap between the two. The most effective use of silence can be made by giving a slight pause before or after as important point during a speech. Silence can effectively convey certain aspects such as disapproval, anger or defence.

DEVELOPING LISTENING SKILLS

Improving listening is largely a matter of mental willful act. Listening is the act of receiving, decoding and attaching the meaning of the spoken words of others. Since listening is a mental willful act its improvement depends on mental determination. If the listener has firm determination to listen the speech attentively it is possible to listen and thus understand the oral message of others. However, the following are **general** guidelines for improving the listening ability:

1. Deciding to listen well

Improving quality of one's listening ability depends on his or her firm determination to listen well. If we have interest on the speaker's spoken words, we become mentally inclined to the message and listen to the speaker attentively. Thus to be a good listener it is required to developmental inclination to speaker and his spoken words.

2. Paying attention

After deciding to listen well, it's necessary to pay complete attention to the words spoken. Attention depends on the receiver's mental makeup, disciplined thinking ability, knowledge on subject, etc.

3. Thinking from the reader's viewpoint

To be a good listener it is required to try to think as the speaker, judging the speaker's words as the speaker's knowledge, experiences, viewpoints and such.

4. Trying to remember consciously

Good listening requires conscious efforts for remembering the words heard. Though human mental retention power is limited, it is possible to improve such mental power by hearing the speaker's words attentively and consciously.

5. Evaluating the Speech

Because listener's thinking is faster than speaker's talking, there is enough time on listener's hand for evaluating what is being spoken and the facts presented for supporting the main theme by the speaker. Comparing these messages and facts with those of listener's knowledge, the listener can evaluate the speaker's speech. The process of such evaluation can contribute to effective listening.

6. Taking Selective Notes

The listener can take some important notes from the speaker's speech for subsequent review and use as future reference. But if the listener tries to record everything of the speech, he may lose many important facts. Therefore, it is recommended to take notes only the main ideas, keywords, important facts or reference of the speech. These note-taking efforts of the listener will obviously increase the quality of listening.

7. Avoiding forming an opinion too quickly

The listeners should not form any early opinion on the speaker's ideas. Rather they should carefully listen to the speaker, let him finish the topic, judge the speaker's ideas, identify the speaker's logical breakdown and then comment on the speech.

8. Increasing the vocabulary

Hearing an unfamiliar word can be very disturbing and sometimes irritating. For avoiding such a situation one should develop his vocabulary. For increasing vocabulary the listener should make a lot of the unfamiliar words and look them up in the dictionary as soon as possible. As the vocabulary grows there will be fewer unknown words and irritation.

IMPROVING NON-VERBAL COMMUNICATION SKILLS

Nonverbal communication is important in the workplace because it affects the work environment. In several respects, we can communicate as much, if not more, nonverbally than we do with our spoken words. What you communicate nonverbally can expose how you feel. If your nonverbal communications skills are poor, you may be communicating negativity and making your coworkers uncomfortable or undermining your message with cues about lacking confidence. To improve your nonverbal skills, you must first identify the areas where you are lacking.

Maintain Eye Contact

Establish eye contact when speaking to others. When you make direct eye contact, it shows the other party that you're interested in what he is saying. If you must give a presentation at work, establish eye contact with the audience. It tells them that you are confident in what you are presenting.

Making direct eye contact provides others with the comfort needed to communicate with you in return. Be mindful, though, not to turn your attempts at eye contact into an unrelenting stare; moderation is the key.

Use Your Facial Expressions

Your facial expressions convey your emotions. Facial expressions are typically universal, which means they convey the same message globally. A frowning person is usually upset. Offer a smile when talking to someone, as long as it is not inappropriate to the situation.

This tells people that you are happy or in a good mood. It also creates an atmosphere with warmth and friendliness, allowing others to feel comfortable.

Your face can display a myriad of emotions. When a smile is not called for, be aware of your expression and react accordingly. A look of seriousness when your work is being critiqued or a

sympathetic response to someone's expression of difficulties can go a long way to conveying your engagement with the situation.

Be Considerate of Personal Space

Pay attention to your proximity to others. Different cultures view proximity in various ways, so take notice if the person you're communicating with is uncomfortable. This could mean that you are standing too close, and should create some distance between the two of you. The amount of physical space given can convey many emotions.

For example, a person who is behaving aggressively is probably standing very close to the other person. Be respectful of the personal space of others.

Mind Your Posture

Look at your posture. Slouching shows that you are not interested in what a person is saying. Your body movement is also important.

For example, swinging your leg back and forth while sitting in a meeting or drumming your fingers on the table tells others you are impatient, bored and uninterested. Sit up straight and face others when talking.

Be Aware of Tones and Sounds

Your tone of voice and the sounds you make can communicate your thoughts to others without your even speaking. If you receive directions from a manager and immediately grunt, you are showing your manager that you do not agree with what he said. Your tone or sounds can inform people of your anger, frustration or sarcasm. Avoid sighing repetitively or speaking in a high-pitched voice. Speak softly and calmly.

UNDERSTANDING CULTURAL EFFECTS OF COMMUNICATION

“Culture is the pattern of taken-for-granted assumptions about how a given collection of people should think, act, and feel as they go about their daily affairs” -Joynt & Warner, 1996

Culture is all socially transmitted behavior, arts, architectures, languages, signs, symbols, ideas, beliefs, norms, traditions, rituals, etc. which is learnt and shared in a particular social group of the same nationality, ethnicity, religion, etc.

Culture is handed down from one generation to another. It gives people their way of seeing the world and interpreting life. A single culture has many sub-cultures.

Cultural diversity makes communication difficult as the mindset of people of different cultures are different, the language, signs and symbols are also different.

Different cultures have different meaning of words, behaviors and gestures. Culture also gives rise to prejudices, ethnocentrism, manners and opinions. It forms the way people think and behave. When people belonging to different cultures communicate, these factors can become barriers.

The way you communicate is affected by the culture you were brought up in. The opposite is also true. Culture is, to a large extent, determined by the way we communicate.

In America, people communicate freely and that is a part of their culture. In Germany, an Indian who is used to being very indirect with his communication might find their direct way of speaking rude. Being direct is part of the German culture and it is reflected in the way they communicate. Communication shapes culture and culture shapes communication.

CAUSES OF CULTURAL BARRIERS

LANGUAGE

There are billions of people in the world who do not understand English or cannot communicate in English properly. Not speaking properly can cause various misunderstandings and be a barrier to communication.

Different cultures have developed their own language as a part of their heritage. People are comfortable communicating in their own language whereas have to work hard to learn new languages.

For example, separation of East and West Germany for 40 years caused the language to differ a lot. The dialect became very different as people of East Germany had an influence of Russian language whereas West Germany had influence of English. They had a barrier in communicating with each other for decades.

Even when people try to express in their own language, many misunderstandings arise. It becomes more profound in people speaking different languages.

SIGNS AND SYMBOLS (SEMANTICS)

Non-verbal communication cannot be relied upon in communication between people from different cultures as that is also different like language. Signs, symbols and gestures varies in different cultures.

For example, the sign “thumbs up” is taken as a sign of approval and wishing luck in most of the cultures but is taken as an insult in Bangladesh. Similarly, the “V” hand gesture with palm faced outside or inside means victory and peace in US, but back of hand facing someone showing the sign is taken as insulting in many cultures.

STEREOTYPES AND PREJUDICES

Stereotyping is the process of creating a picture of a whole culture, overgeneralizing all people belonging to the same culture as having similar characteristics and categorizing people accordingly. It is a belief about a certain group and is mostly negative.

Stereotyping can be done on the basis of many things like nationality, gender, race, religion, ethnicity, age, etc.

For example, Asian students are stereotyped to be good at Math which is a positive stereotype.

But, there is also cultural stereotype of all people following a particular religion as being violent like Islam and is negative stereotyping.

Negative stereotyping creates prejudices as it provokes judgmental attitudes. People look at those cultures as evil and treat the people following the religion wickedly. Media is a tool of mass communication which promotes stereotypes and prejudices and creates more communication barriers.

BEHAVIOR AND BELIEFS

Cultural differences causes behavior and personality differences like body language, thinking, communication, manners, norms, etc. which leads to miscommunication. For example, in some cultures eye contact is important whereas in some it is rude and disrespectful.

Culture also sets a specific norms which dictates behavior as they have guidelines for accepted behavior. It explains what is right and wrong. Every action is influenced by culture like ambitions, careers, interests, values, etc. Beliefs are also another cause for cultural barrier.

For instance, mostly, people who believe in god can cope with their lows of life easily than atheists but atheists are more hardworking at all times which relates to their behavior and communication.

ETHNOCENTRISM

Ethnocentrism is the process of dividing cultures as “us” and “them”.

The people of someone’s own culture are categorized as in-group and the other culture is out-group. There is always greater preference to in-group. There is an illusion of out-group as evil and inferior. This evaluation is mostly negative.

If the culture is similar to us, then it is good and if is dissimilar, it is bad. Other's culture is evaluated and assessed with the standard being their own culture. Ethnocentrism affects the understanding of message, and encourages hostility. For example, the books in schools use reference of their own culture to describe other cultures by either showing common things or differences.

RELIGION

Similar to ethnocentrism and stereotyping, religion also disrupts communication as it creates a specific image of people who follow other religions. People find it difficult to talk to people who follow different religions. Religious views influence how people think about others. It creates differences in opinions.

For example, in Pakistan, the Christians have to speak up for their rights as the majority is of Islam and the Christians are discriminated. There is also a lack of communication between these religious groups.

OVERCOMING CULTURAL BARRIERS

There are other cultural barriers like frames of reference, political opinions, priorities of life, age, etc. Cross cultural communication is not only a barrier but also an opportunity for creativity, new perspectives, and openness to new ideas and unity in the world.

To make communication effective, the causes of cultural communication barriers must be eliminated as much as possible. Cross cultural understanding must be increased as it decreases communication barrier caused by culture difference.

MEASURES TO OVERCOME CULTURAL BARRIERS IN COMMUNICATION

1. Be open-minded
2. Efficient communication system
3. Cultural difference awareness
4. Let the new team members introduce themselves
5. Establish clear rules, but don't rely exclusively on them
6. Team building
7. Seek feedback
8. Use simpler and more accurate language
9. Utilize visual methods
10. Stay composed in unpleasant situations

UNIT-II

FORMAL AND INFORMAL COMMUNICATION

FORMAL COMMUNICATION

INTRODUCTION:

Formal communication refers to interchange of information officially. The flow of communication is controlled and is a deliberate effort. This makes it possible for the information to reach the desired place without any hindrance, at a little cost and in a proper way. This is also known as 'Through Proper Channel Communication.'

Following are the chief characteristics of the formal communication:

(1) Written and Oral:

Formal communication can both be written and oral. Daily works are handled through oral communication, while the policy matters require written communication.

(2) Formal Relations:

This communication is adopted among those employees where formal relations have been established by the organisation. The sender and the receiver have some sort of organisational relations.

(3) Prescribed Path:

The communication has to pass through a definite channel while moving from one person to another. For example, to convey the feelings of a worker to the manager, the foreman's help has to be sought.

(4) Organisational Message:

This channel is concerned with the authorised organisational messages only and the personal messages are out of its jurisdiction.

(5) Deliberate Effort:

This channel of communication is not established automatically but effort has to be made for its creation. It is decided keeping in view the objectives of the organisation.

TYPES OF FORMAL COMMUNICATION

Formal communication is of two types:

(1) Vertical Communication:

(i) Downward Communication

(ii) Upward Communication

(2) Horizontal Communication. All these types have been clarified in the following diagram:

(Downward Communication) (Horizontal Communication) (Upward Communication)

(1) Vertical Communication

Vertical communication is of the following two types:

(i) Downward Communication:

The communication by top hierarchy with their subordinates is called downward communication. This communication includes orders, rules, information, policies, instructions, etc. The chief advantage of the downward communication is that the subordinates get useful timely information which helps them in their work performance,

(ii) Upward Communication:

This is quite the reverse of the downward communication. This flows from the subordinates to the superiors. The subject-matter of this communication includes suggestions, reactions, reports, complaints, etc. This sort of communication helps the superiors in taking decisions.

(2) Horizontal Communication

Horizontal communication takes place when two individuals of the same level exchange information. Horizontal communication is used by the same level officers to solve the problems of similar nature and profit by the experience of other people. The subject-matter of horizontal communication includes information, requests, suggestions, mutual problems and coordination-related information.

ADVANTAGES:

The formal communication has the following advantages:

(1) Maintenance of Authority of the Officers:

Formal communication maintains constant relations among the superiors and the subordinates as a result of whom the dignity of the line superiors is maintained. Consequently, it is convenient to control the subordinates and fix their responsibility which is absolutely needed for effective and successful control.

(2) Clear and Effective Communication:

In formal communication, there is a direct contact among the managers and the subordinates. Both understand the capability, habits, feelings, etc. of one another. Managers know as to when and under which conditions their subordinates need information. In this way, this communication is capable of making available timely information. Hence, it is clear and effective.

(3) Orderly Flow of Information:

The information has to pass through a definite route from one person to another. Hence, the flow of information is systematic.

(4) Easy Knowledge of Source of Information:

In this type of communication, the source of each information can be easily located.

LIMITATIONS:

Following are the disadvantages or limitations of the formal communication:

(1) Overload of Work:

In a modern business organisation much information, many messages and other things have to be communicated. Under formal communication, they are routed through a definite channel and this consumes much of the time of the superiors and thus some other important works are left unattended.

(2) Distortion of Information:

This method can be a hindrance in the flow of information. Sometimes the distance between the sender and the receiver is so big that the information has to pass through many hands and by the time it reaches the receiver it is distorted. Thus it fails to serve its purpose.

(3) Indifferent Officers:

The officers do not pay much attention to the suggestions and complaints of the subordinates. In such a case a subordinate may come lose his faith in the effectiveness of communication.

INFORMAL COMMUNICATION

INTRODUCTION:

‘Informal Communication’ is the communication among the people of an organisation not on the basis of formal relationship in the organisational structure but on the basis of informal relations and understanding.

It may overlap routes, levels or positions. Informal communication creates a situation where the different workers communicate with each other, work side by side, hour after hour and day after day irrespective of their formal positions and relationships.

It is referred to as the ‘grapevine’ which indicates informal means of circulating information or gossip. It is direct, spontaneous and flexible. It is personal, unofficial, and mostly verbal.

TYPES OF GRAPEVINE COMMUNICATION:

Since grapevine works through informal channels, it does not follow any scheduled path or operate by specific rules. Like a grapevine it spreads fast in any direction.

Specialists in the field have classified grapevine communication into four types:

1. Single Strand Chain.
2. Gossip Chain,
3. Probability Chain,
4. Cluster Chain.

1. Single Strand Chain:

In this type of grapevine communication the information passes through a number of persons like a chain. A tells something to B, who tells it to C, who tells it to D and so on.

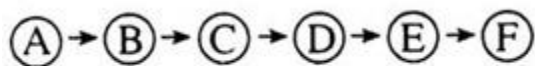


Fig. 3.15 : Single Strand Chain.

It is generally a long chain. The longer the chain the greater is the possibility of distortion of the information.

2. Gossip Chain:

In Gossip Chain one person actively conveys information to other persons around him. A circle or wheel-like figure is formed in this communication.

Here, in this picture. A is at the centre and transmits messages to 'B', 'C', 'D', 'E', 'F', 'G', and 'H' around him/her.

Gossip Chain is generally used when information to be communicated is non-job oriented in nature.

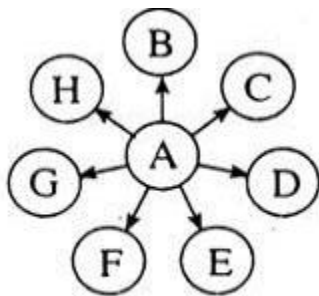


Fig. 3.16: Gossip Chain.

3. Probability Chain:

It is a random process in which information may move from one person to any other person or persons according to law of probability. Naturally, in this type of communication, some people of the organisation will be informed and some others will remain outside the arena of the communication.

Here, in the illustration, E, F, G and K are outside the communication chain. This chain is used when information is interesting but less important.

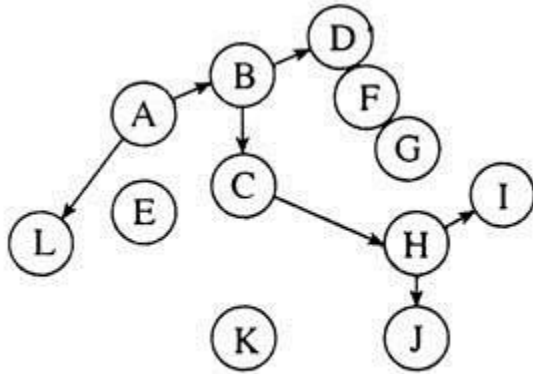


Fig. 3.17: Probability Chain.

4. Cluster Chain:

Cluster chain is mostly used and the dominant pattern of grapevine communication. In this type one person tells something to some selected trust worthy persons. Some of these persons may inform a few selected other individuals. Here in the picture, A tells some selected and trustworthy persons, B, C and D. C again relays it to his selected persons, G, H and I. D tells J, a person of his choice. E and F remain outside The cluster.

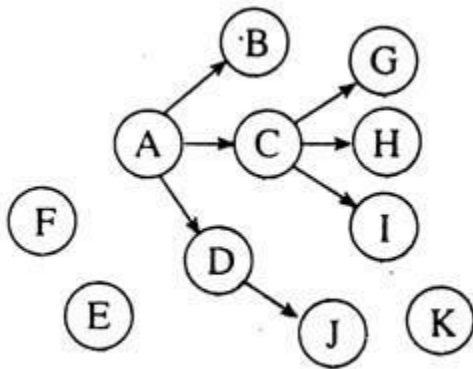


Fig. 3.18: Cluster Chain.

IMPORTANCE OF INFORMAL OR GRAPEVINE COMMUNICATION:

Informal or Grapevine communication is an indispensable part of entire communication system. Formal communication is compared to arteries of a living being, whereas, grapevine or informal communication are like veins. The later is a supplement to the former. Where formal communication fails to operate, grapevine or informal communication is used.

Sometimes, grapevine communication is more effective than the formal communication. In fact, it carries more information than formal communication. Not only is a large volume of information, important and vital information also conveyed through it.

In an organisation small groups of people work together. It is quite natural that they will become interested about each other and want to know various information regarding each other's service condition, salary, facilities available, appointment, retirement, transfer, punishment, etc.

They will also be interested to know any private, secret and confidential information which includes any romantic affair, family disputes, marriage, birth of a child, examination results of their children, special treatment or favour by boss to any member and so on.

The employees generally exchange their views with their peers openly during lunch break or at an interval and get emotional relief from monotony and stress. Thus, the informal or grapevine communication promotes social relationship among the participants. It helps to build up unity, integrity and solidarity among them and boosts up their morale.

Grapevine or informal communication is faster than the formal communication. Being oral in nature, it has little or no cost and can reach maximum number of people irrespective of their positions within a very short time.

Since there is no official procedure and formalities it is not binding and compelling, rather it is flexible and spontaneous. The managers can get feedback from their subordinates quickly on the

plan and policies through grapevine. New ideas, suggestions, opinions may come out as people can express their feelings without fear.

CHARACTERISTICS OF INFORMAL COMMUNICATION:

The informal communication has the following characteristics:

- i. It is based on informal relationship;
- ii. It grows spontaneously;
- iii. It takes the form of gossip;
- iv. It is conveyed through conversation, facial expression, body movement, silence, etc.;
- v. It does not follow any structured route or channel;
- vi. Small groups are formed with like-minded people in such communication:
- vii. It is direct and fast;
- viii. It is flexible and dynamic in nature.

ADVANTAGES OF INFORMAL OR GRAPEVINE COMMUNICATION

The advantages of informal communication are pointed out below:

- i. Informal communication, being unofficial and personal, promotes a social relationship among the participants;
- ii. Flow of information is fast and is suitable for emergencies;
- iii. New ideas, suggestions, opinions may come out through such communication as people can express their feelings without fear;

- iv. It can create an atmosphere congenial for work as the relationship between the managers and the employees improves;
- v. The managers can collect information regarding reaction of the workers, attitude of the employees of other departments, intention of peer officers through such communication. It is not possible in the case of formal communication. Thus, informal communication supplements the formal communication to fulfill the objective of the organisation;
- vi. Sharing of information in a free atmosphere makes the picture clear, bringing out the hidden dimension of the management, if any. It puts an end to misunderstanding and suspicion;
- vii. It is an outlet of expression of complaints, dis-likings, grievances, etc.

DISADVANTAGES/LIMITATIONS OF INFORMAL OR GRAPEVINE COMMUNICATION:

Informal Communication has the following disadvantages or limitations:

- i. Inaccurate, incomplete and half true information's are spread through informal communication as everybody interprets it in his/her own way;
- ii. In most cases it is emotional and full of sentiments which can change its meaning;
- iii. No one can be held responsible as it is not possible to find out the supplier of wrong information in the case on an enquiry;
- iv. It is not reliable. The managers cannot depend upon such information as it does not follow any norm and is too loose a system. No decision can be taken depending upon such communication;
- v. It spreads rumors and endangers consolidation and unity of the organisation;

vi. It creates conflicts between groups by spreading rumors against them and reducing their mental strength.

INTERPERSONAL & INTRAPERSONAL COMMUNICATION

INTERPERSONAL COMMUNICATION:

INTRODUCTION: interpersonal communication is that kind of communication which takes place within or among more than two people with use of different mediums of communication. With betterment and advancement of the communication mediums, it has brought the community more closely and as a family.

DEFINITION:

When communication which takes place from one to another, face to face, both communicator and communicated persons reflects personal characteristics as well as social role and relationship. Some theorists may include particularly the role of mediator of the communication.

Relationship:

For forming a proper communication, both models of communicator should have a conducive relationship to each other, to communicate, understand and accept for any kind of responses.

Face to face meeting:

Communication involves face to face meetings whilst exchanging idea, thoughts and other form of words between the participants. Here the communication might be mediated by using different types of mediums of communication such as television channels, telephonic lines and other modern mediums.

Roles:

Each and every communicator plays distinctive roles in forming a relation between them.

However, there is another definition of communication as “who says what, in which channel, to whom and with what effects”. It is my personal reflection that the communication of this definition does not reflect time and where does it take place, more than that communication in modern era does not merely involve talking but it is larger community or social context.

There are different types of communications in terms of number of participants involving:

1. Dyadic communication:

This type of communication lies within two people, for instance discussion takes place between the Teacher and his student about communication

1. Group communication

The group communication consists of participants more than three; here proper group communication of interpersonal communication can be resembled when lesser number of people will be involved. However, there is no distinctive number of exceeding participants to be involved in the group communication when it limits more than three.

1. Public communication

This types of communication involves a larger participants basically forms in one way style of communication process. The feedback of the receiver is minimal. It takes place in larger audience and mostly takes place for entertainment and persuasion.

INTERPERSONAL COMMUNICATION

Intrapersonal communication takes place within one person. It is meant to reflect oneself to clarify something. There are three concepts of intrapersonal communication namely as following:

1. Self-conception

It is one of the concepts of intrapersonal communication because it determines how he sees himself and which is oriented to others. It is also known as self-awareness. There are several factors affecting the communication.

a) Belief

It is self-orientation to know what is true or false, good or bad. It might be descriptive or prescriptive.

b) Values

Values are an integral part of belief to determine what is right or wrong. It is a deep-seated foundation lying within the person's mind and concept.

c) Attitude

It is a learned idea of the person and it is generally consistent with value. It is often emotional.

1. Perception

When the self-concept lies internally and perception focuses outward. It is deep-rooted in belief, values and attitude. It is related and closely intertwined with self-concept to create better understanding of both within and outside world.

1. Expectation

It is futuristic oriented message dealing with long-term occurrence. People form expectation on the basis of the strength of one's learned ideas within the society.

There are different types of intrapersonal communications as following

1. Internal discourse

Internal discourse relates to thinking, concentrating and analysing within one self. It might of day dreaming, praying or meditating.

1. Solo-vocal

It is that communication which takes place while one shouts loudly for clarifying one-self or rehearsing, when you are talking to yourselves when students don't do homework properly, you might talk yourself to remind on the next time to redo it.

1. Solo-written communication

It deals with writing for oneself and not for others. Like writing notes for your future use.

MERITS AND DEMERITS OF INTRA AND INTERPERSONAL COMMUNICATION:

1. Irreversibility of communication

Merits:

Once when interpersonal communication has taken place, it could not be hold back. When it has conveyed properly and in better way, there is always good impact

Demerits:

It is by contrast, when the communication was not properly flowed with good impact, it is always bad impression.

1. Communication does not only be verbal communication

Merits:

When you are in good mood, you may convey to others in better way.

Demerit:

The communication might be of body language and it is really hard stop when something goes on emotionally, at that point of time, you may resort to have violence interaction.

1. Situation

Merits:

The communication can also be depending on the situation, when situation will be calm both in psychologically and sociologically then communication would be flowed smoothly

Demerits:

It is by contrast, when the situation of discourse is in harsh and not good, the communication might not be good flow

MERITS AND DEMERITS OF INTRAPERSONAL COMMUNICATION

Demerits:

When the intrapersonal communication takes place, there is no feedback since there is no receiver to decode whatever he talks about himself.

Merits:

Intrapersonal communication does not need to wait for secondary feedback and it could take place whenever he/she wants

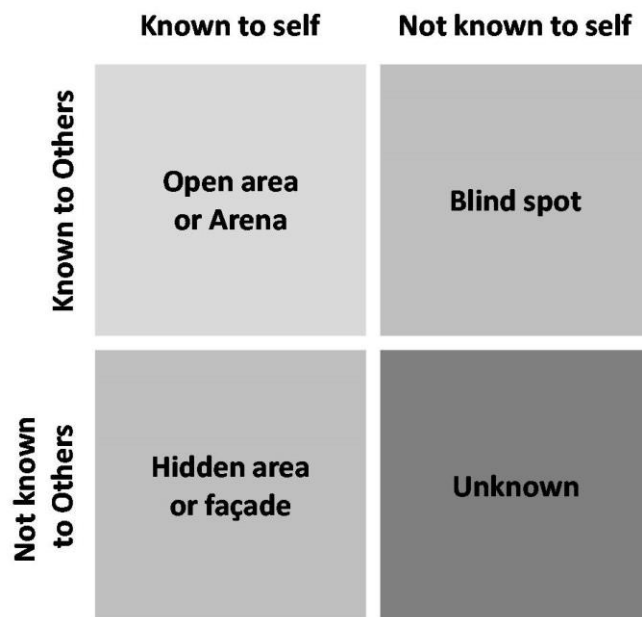
JOHARI WINDOW

INTRODUCTION:

The 'Johari' window model is a convenient method used to achieve this task of understanding and enhancing communication between the members in a group. American psychologists Joseph Luft and Harry Ingham developed this model in 1955.

The Johari window model is used to enhance the individual's perception on others. This model is based on two ideas- trust can be acquired by revealing information about you to others and learning yourselves from their feedbacks. Each person is represented by the Johari model through four quadrants or window pane. Each four window panes signifies personal information, feelings, motivation and whether that information is known or unknown to oneself or others in four viewpoints.

THE JOHARI WINDOW MODEL



The Johari Window Model

The method of conveying and accepting feedback is interpreted in this model. A Johari is represented as a common window with four panes. Two of these panes represent self and the other two represent the part unknown to self but to others. The information transfers from one

pane to the other as the result of mutual trust which can be achieved through socializing and the feedback got from other members of the group.

1. OPEN/SELF-AREA OR ARENA – Here the information about the person his attitudes, behaviour, emotions, feelings, skills and views will be known by the person as well as by others. This is mainly the area where all the communications occur and the larger the arena becomes the more effectual and dynamic the relationship will be. ‘Feedback solicitation’ is a process which occurs by understanding and listening to the feedback from another person. Through this way the open area can be increased horizontally decreasing the blind spot. The size of the arena can also be increased downwards and thus by reducing the hidden and unknown areas through revealing one’s feelings to other person.

2. BLIND SELF OR BLIND SPOT – Information about yourselves that others know in a group but you will be unaware of it. Others may interpret yourselves differently than you expect. The blind spot is reduced for an efficient communication through seeking feedback from others.

3. HIDDEN AREA OR FACADE – Information that is known to you but will be kept unknown from others. This can be any personal information which you feel reluctant to reveal. This includes feelings, past experiences, fears, secrets etc. we keep some of our feelings and information as private as it affects the relationships and thus the hidden area must be reduced by moving the information to the open areas.

4. UNKNOWN AREA – The Information which are unaware to yourselves as well as others. This includes the information, feelings, capabilities, talents etc. This can be due to traumatic past experiences or events which can be unknown for a lifetime. The person will be unaware till he discovers his hidden qualities and capabilities or through observation of others. Open communication is also an effective way to decrease the unknown area and thus to communicate effectively.

TRANSACTIONAL ANALYSIS

When people transact and exchange ideas and information, they are either comfortable or uncomfortable communicating with each other. Transactional analysis is a technique which helps to understand the behaviour of other person so that communication becomes effective. Understanding human behaviour helps to motivate, guide and direct other persons.

Transactional Analysis (TA), thus, facilitates communication. TA studies transactions amongst people and understands their interpersonal behaviour. It was developed by Eric Berne, a psychotherapist. He observed there are several 'people' inside each person who interact with other people in different ways.

EGO STATES

It represents a person's way of thinking, feeling and behaving. There are three ego states present in everyone: child, parent and adult. They are related to behaviour of a person and not his age. However, they are present in every person in varying degrees. There may be more of one ego state than another at a specific point of time. When two persons communicate with each other, communication is affected by their ego states. These are;

CHILD EGO:

Child behaviour reflects a person's response to communicate in the form of joy, sorrow, frustration or curiosity. These are the natural feelings that people learn as children. It reflects immediate action and immediate satisfaction. It reflects childhood experience of a person gained generally up to the age of five years.

A child can be:

(i) Natural child:

He is naturally curious, joyous or scornful. He does what comes his way naturally.

(ii) Adaptive child:

He reacts the way his parents want him to react. He is trained to act.

(iii)Rebellious child:

He has the experience of fear, frustration and anger.

PARENT EGO:

Parent behaviour is acquired through external environment. As young children, their parents' behaviour remains embedded in their minds which is reflected as parental ego when they grow up. It usually reflects protection, displeasure, reference to rules and working on the basis of past precedents.

(i) Nurturing parent ego:

As nurturing parents, managers praise good performance of the workers. They interact with them and help them during times of distress. They reflect nurturing behaviour towards others.

(ii) Negative or critical parent ego:

As critical parents, managers criticize or ignore poor performance of the workers rather than help them to improve. They have a critical attitude while interacting with others.

ADULT EGO:

Adult behaviour reflects the ability to analyse the situation and take logical decisions. He overcomes the emotional feelings and takes decisions based on facts and figures. This state is based upon reasoning, thinking, experience, rationality and discussion based on facts.

It updates the parental ego to determine what is right and wrong and child ego to determine what feelings to express and what not to express. These ego states are present in all human beings at some time or the other. People respond to different situations in different ways depending on their ego state.

SOCIAL EXCHANGE THEORY

Social exchange theory is a social psychology concept that views human relationships as a kind of results-driven social behavior. We choose to start and maintain relationships that maximize benefits and minimize costs. There is a certain amount of give and take in each relationship and the valuing of benefits and costs within them determine whether or not one chooses to continue that association.

HISTORY OF SOCIAL EXCHANGE THEORY

American sociologist George Homans is credited as the founder of social exchange theory, however he was not the first one to study this phenomenon. Homans first explained the theory in his article “Social Behaviour as Exchange”, published in 1958. “Social behavior is an exchange of goods, material goods, but also non-material ones, such as the symbols of approval or prestige. Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them.” – Homans, 1958. John Thibaut and Harold Kelley wrote about social exchange theory in their 1959 book “A Social Psychology of Groups.” Homans’ studies focused on dyadic exchange while Thibaut and Kelley centered on the dyad and the small group. Peter M. Blau expanded on Homans’ work in “Exchange and Power in Social Life” in 1964. His writings focused on the economic and utilitarian perspective on social exchange.

ASSUMPTIONS OF SOCIAL EXCHANGE THEORY

Thibaut and Kelley have put forward two categories of assumptions when it comes to social exchange theory.

Assumptions based on human nature

- As rational beings, humans like rewards and avoid punishments.
- Humans evaluate costs and rewards using standards that change over time and vary person to person.

Assumptions based on nature of human relationships

- Relationships are interdependent and function as a process.

CORE CONCEPTS OF SOCIAL EXCHANGE THEORY

Social exchange theory sees social behavior as a result of a process of interactive exchanges. These exchanges help people weigh the potential benefits and costs of social relationships. The purpose of social exchange is to maximize positive interactions and minimize negative interactions. When the costs of the relationship outweigh the benefits, people will likely abandon the relationship.

COSTS VS REWARDS

Social exchange theory says that people tend to calculate if the relationship is worthwhile by subtracting its costs from rewards. $Worth = Rewards - Costs$ Costs and rewards associated with the other person ultimately decide the fate of the relationship. Costs refer to the elements in a relationship that have negative value to a person. Money, effort and time put into a relationship are costs. Rewards refer to the elements that have positive value to a person. Acceptance, validation, and companionship are rewards.

COMPARISON LEVEL

According to social exchange theory, people continue to compare the costs and benefits of a current relationship to those of past relationships. Thibaut and Kelley proposed that a comparison level (CL) is a standard (expectations) that people use to evaluate the satisfaction of their current relationship. Similarly, people evaluate the stability of their relationship by considering the alternatives outside of the relationship (comparison level for alternative, CL_{alt}). After a cost-benefit analysis to decide if a person wants to start a relationship and putting them to the test against the comparison levels, the person might look at the alternatives to having the relationship. **Example:** In a romantic relationship, one might compare their current partner to their previous partners and expect the same level of affection that they previously got. But, the

current relationship might not measure up to their comparison level, leading the person to seek alternatives.

CRITICISMS OF SOCIAL EXCHANGE THEORY

Katherine Miller presented several major problems with the social exchange theory. According to Miller,

- This theory reduces interpersonal interaction to a rational process.
- Developed in the 1970s, the theory invites openness and freedom in ideas, which might not be the best option for everyone.
- Relationships are not always linear and intimacy is not always the ultimate goal of a relationship, both of which are assumptions of social exchange theory.

UNIT-III

ROLE OF EMOTIONS IN INTER-PERSONAL COMMUNICATION

EMOTIONAL AWARENESS IN COMMUNICATION

INTRODUCTION:

Feelings play a big role in communication. Emotional awareness, or the ability to understand feelings, will help you succeed when communicating with other people. If you are emotionally aware, you will communicate better. You will notice the emotions of other people, and how the way they are feeling influences the way they communicate. You will also better understand what others are communicating to you and why. Sometimes, understanding how a person is communicating with you is more important than what is actually being said.

ONE CAN IMPROVE EMOTIONAL AWARENESS BY FOCUSING ON THESE FIVE SKILLS:

1. Consider other people's feelings. Have you ever finished a conversation with someone and found yourself wondering, "Why did she tell me that?" or, "I wonder why he talked to me like that?"

For example, a coworker might tell you something personal that doesn't seem important for you to know. Or a supervisor might seem angry with you for no reason. Finding out why can tell you a lot about what a person is trying to tell you. To figure out why, think about what the other person is feeling. Consider any situations that may be affecting their emotions and how that might in turn affect what they say to you.

2. Consider your own feelings. Just as other peoples' feelings can affect the message they're trying to send, your own feelings can get in the way of your communication as well. When you feel a strong emotion or feeling, pay attention to that emotion and try not to let it get in the way of your message. Both positive emotions, like happiness, and negative emotions, like anger, can get in the way of communication.

For example, if you're really happy about something, you might agree to do things that you shouldn't or wouldn't normally agree to do. On the other hand, if you're angry, you might say

something mean to someone who has nothing to do with your being angry. When you have a good understanding of your own feelings, you will notice these emotions and try not to let them get in the way of your communication.

3. Have empathy. Empathy is the ability to understand and relate to the feelings of someone else. Once you've learned to recognize another person's feelings, you can go one step further and actually relate to those feelings.

For example, if you notice that a coworker seems stressed, you should try to find out why. If she tells you she is stressed out because she doesn't have a lot of time to finish a big project, you can empathize with her by putting yourself in her shoes. That means, you can imagine yourself in this situation and you can understand what that person must be feeling.

When you have empathy for a person, you can think about how you would want to be talked to or what you would like other people to say or do if you were in that situation. Going back to the example with your coworker, you could offer to help your coworker with the project or offer some words of encouragement.

4. Operate on trust. Good communication requires you to build trust between yourself and the person with whom you're communicating. You can earn the trust of others by sending nonverbal cues that match your words.

For example, shaking your head no while you're saying yes will send a confusing message. The difference between your verbal and nonverbal communication could cause the other person to question whether or not you're telling the truth. Make sure that you always tell the truth, and you can avoid these confusing situations.

It's also important to trust your instincts when it comes to reading peoples' emotions and nonverbal cues. If your instincts tell you that something is strange about the way a person is communicating to you, push yourself to look into it. If you don't, you will find yourself questioning the person you're talking to, and you could develop feelings of mistrust for no reason.

5. Recognize misunderstandings. A misunderstanding happens when two people think they are on the same page about something, but in reality they are thinking two different things. Misunderstandings happen all the time, but emotional awareness can help you to avoid misunderstandings. Misunderstandings are often caused by confusing emotions.

For example, if your coworker is upset about something, they might talk to you as if they are angry with you, even if they are not. It's tempting to walk away from this type of conversation feeling like your coworker is mad at you, but this would just result in a misunderstanding. Instead, recognize that your coworker is upset about something else and probably didn't mean to take their anger out on you.

COMMUNICATION STYLES

People develop verbal and nonverbal behavioral patterns that, over time, become pretty stable. These habits influence how we communicate.

Although it's possible to learn and practice different patterns, the communication styles that most people habitually use are:

1. Passive
2. Aggressive
3. Passive-aggressive
4. Assertive

PASSIVE COMMUNICATORS

People who speak in a passive manner have difficulty expressing themselves and tend to give in to others. Failure to express thoughts and emotions often leads to miscommunication and built-up anger or resentment.

You can recognize a passive communicator with the following behaviors:

- Difficulty making eye contact
- Inability to say no
- Go with the flow type attitude
- Poor posture

You may recognize passive communication through phrases like:

- "It doesn't matter that much."
- "I just want everyone to get along."

AGGRESSIVE COMMUNICATORS

Aggressive communication takes things to the other side of the spectrum. People who rely on this communication style in the workplace, at home, or among friends tend to dominate the conversation. They issue commands and ask questions rudely while failing to listen to others.

It's always "me, me, me."

In positions of authority, they may be more of a boss vs a leader.

You can recognize an aggressive communicator with the following behaviors:

- Talks over other people
- Poor listening, interrupts frequently
- Controlling or demanding
- Points fingers
- Stares and glares intensely
- Frowns
- Criticizes, intimidates, or threatens others

You may recognize aggressive communication through phrases like:

- “It’s my way or the highway.”
- “I’m right, and you’re wrong.”
- “Because I said so.”
- “I’m entitled.”

PASSIVE-AGGRESSIVE COMMUNICATORS

Passive-aggressive communication seems passive on the surface but reveals a hidden resentment that comes through in subtle, indirect ways.

You can recognize passive-aggressive communication with the following behaviors:

- Frequent sarcasm
- Words don’t align with actions
- Facial expressions don’t match words
- Difficulty acknowledging emotions

You may recognize passive-aggressive communication through phrases like:

- “Fine, whatever.”
- After saying something rude, sarcastic, or damaging, “I was only joking.”

ASSERTIVE COMMUNICATORS

The assertive style of communication offers an effective and healthy way to express yourself. It encourages open, honest dialogue while still considering the needs of others.

You can recognize assertive communication with the following behaviors:

- The ability to express desires and needs with confidence
- Encourages balanced conversations in which both people have a chance to speak
- The use of “I” statements (ex: I feel frustrated when people show up late.)
- The ability to say no
- Maintains good eye contact

You may recognize assertive communication through phrases like:

- “I am responsible for my own happiness.”
- “I respect the needs and opinions of others.”
- “We all have the right to express ourselves respectfully and honestly.”

You can see why the first three communication styles could cause problems when trying to build relationships. Failing to listen to others (aggressive), shying away from conflict (passive-aggressive), or the fear of expressing ourselves (passive) prevents effective communication.

Communication styles are fluid. You may rely on an aggressive approach with family members but speak more passively with work colleagues. Communication styles also shift and change over time as we grow and learn from life experiences.

Using our words is one thing, having the impact we intend, well that takes skill and practice...lots of practice.

The good news is that communication is a skill that can be learned and improved.

When you find yourself falling into aggressive, passive, or passive-aggressive patterns, it's time to learn a new communication style to create healthier interactions. Although it takes time, you can learn to recognize your communication tendencies and adjust your patterns.

Assertive communication fosters an environment that allows both the speaker and listener to express themselves openly and respectfully. It requires being open, honest, and direct — but not aggressive.

Assertiveness helps get your message across in a palatable way, without attacking or disregarding your conversation partner.

Try these conversational techniques to communicate more assertively:

- Express needs and wants with confidence
- Take ownership by using “I” statements (For example, “I feel frustrated when you don’t respond to my questions because it makes me feel unimportant.”)
- Maintain comfortable eye contact
- Listen when the other person is speaking
- Learn how to say “no”

It also helps to know the different communication styles so you can recognize when someone uses them. Understanding the patterns enables you to decode what people mean, and decide how to best respond.

For example, if someone speaks in a passive-aggressive manner, you can pull them aside and ask, “Is everything okay? I sensed that something might be wrong.” This allows the person to open up and feel more comfortable expressing their thoughts rather than lashing out anger or frustration.

Now, let’s take things a step further toward improving communication style through self-awareness.

BARRIERS OF COMMUNICATION

Some of the important barriers to communication have been discussed below:

1. Physical Barriers:

A communication is a two-way process, distance between the sender and the receiver of the message is an important barrier to communication. Noise and environmental factors also block communication.

2. Personal Barriers:

Personal factors like difference in judgment, social values, inferiority complex, bias, attitude, pressure of time, inability to communicate, etc. widen the psychological distance between the communicator and the communicate. Credibility gap i.e., inconsistency between what one says and what one does, also, acts as a barrier to communication.

3. Semantic or Language Barriers:

Semantic is the science of meaning. The same words and symbols carry different meanings to different people. Difficulties in communication arise when the sender and the receiver of the message use words or symbols in different senses. The meaning intended by the sender may be quite different from the meaning followed by the receiver. People interpret the message in terms of their own behaviour and experience. Sometimes, the language used by the sender may not at all be followed by the receiver.

4. Status Barriers (Superior-Subordinate Relationship):

Status or position in the hierarchy of an organization is one of the fundamental barriers that obstructs free flow of information. A superior may give only selected information to his subordinates so as to maintain status differences. Subordinates, usually, tend to convey only those things which the superiors would appreciate.

This creates distortion in upward communication. Such selective communication is also known as filtering. Sometimes, “the superior feels that he cannot fully admit to his subordinates those

problems, conditions or results which may affect adversely on his ability and judgment. To do so would undermine his position as a superior being in the formal organization.”

This causes distortion in downward communication. A subordinate may also feel reluctant to report his shortcomings or may not seek clarification on instructions which are subject to different interpretations for fear of loss of prestige in the eyes of the superior.

5. Organizational Structure Barriers:

Effective communication largely depends upon sound organizational structure. If the structure is complex involving several layers of management, the breakdown or distortion in communication wall arise. It is an established fact that every layer cuts off a bit of information. In the words of W.C. Bennis, “Communication gets distorted particularly as it goes up the hierarchy.”

Moreover, information travelling through formal structure introduces rigidity and causes-delay because of long lines of communication. Similarly, lack of instructions for further conveying information to the subordinates and heavy pressure of work at certain levels of authority also act as barriers to effective communication.

6. Barriers Due to Inadequate Attention:

Inadequate attention to the message makes communication less effective and the message is likely to be misunderstood. Inattention may arise because of over business of the communicate or because of the message being contrary to his expectations and beliefs. The simple failure to read notices, minutes and reports is also a common feature.

Whatever be the reason, communication remains only a one-way process and there is no understanding of the message, if the receiver pays little attention to the message. In the words of Joseph Dooher. “Listening is the most neglected skill of communication.” “half listening is like racing your engine with the gears in neutral. You use gasoline but you get nowhere.”

7. Premature Evaluation:

Some people have the tendency to form a judgment before listening to the entire message. This is known as premature evaluation. As discussed in the previous point, “half-listening is like racing your engine with the gears in neutral. You use gasoline but you get nowhere.” Premature evaluation distorts understanding and acts as a barrier to effective communication.

8. Emotional Attitude:

Barriers may also arise due to emotional attitude because when emotions are strong, it is difficult to know the frame of mind of other person or group. Emotional attitudes of both, the communicator as well as the communicatee, obstruct free flow of transmission and understanding of messages.

9. Resistance to Change:

It is a general tendency of human beings to stick to old and customary patterns of life. They may resist change to maintain status quo. Thus, when new ideas are being communicated to introduce a change, it is likely to be overlooked or even opposed. This resistance to change creates an important obstacle to effective communication.

10. Barriers Due to Lack of Mutual Trust:

Communication means sharing of ideas in common. “When we communicate, we are trying to establish a commonness.” Thus, one will freely transfer information and understanding with another only when there is mutual trust between the two. When there is a lack of mutual trust between the communicator and the communicatee, the message is not followed. Credibility gaps, i.e., inconsistency in saying and doing, also causes lack of mutual trust which acts as a basic obstacle to effective communication.

11. Other Barriers:

There may be many other barriers, such as un-clarified assumptions, lack of ability to communicate, mirage of too much knowledge of closed minds, communication overload, shortage of time, etc., which cause distortion or obstruction in the free flow of communication and thus make it ineffective. Failure to retain or store information for future use becomes a barrier to communication when the information is needed in future.

GATEWAYS OF EFFECTIVE INTERPERSONAL COMMUNICATION

Interpersonal Trust:

It is impossible to communicate effectively without interpersonal trust. A subordinate will not be able to communicate freely with his manager unless he trusts the latter. By being fair, open and receptive to new ideas, top managers can create a favorable atmosphere for developing interpersonal trust.

Effective Listening:

Listening is one of the most essential elements of effective communication. A message can never be conveyed effectively unless the receiver is attentive and listens to what is being said. The listener should be open minded in order to understand the correct meaning of a message. According to a research study, these are the ten prerequisites for effective listening.

- (i) Judging the content of the message, but not the weaknesses of the speaker. (ii) Avoiding premature evaluation.
- (iii) Looking for the central idea.
- (iv) Being flexible and not expecting the message to follow a fixed pattern.
- (v) Concentrating on the message.
- (vi) Being mentally alert to grasp the meaning of the message.
- (vii) Practicing active listening.
- (viii) Having an open mind.
- (ix) Trying to benefit from one's own rapid 'thought process' rather than 'talk processes' of the speaker.

Proper Feedback:

Feedback enables the sender to assess the effect of a message transmitted to the receiver. Both giving and receiving feedback are important aspects of management. To be effective, the feedback provided by managers should be descriptive, specific, and directed towards changing specific behaviors. When receiving feedback, managers should be opening minded.

They should be able to handle both positive as well as negative feedback. While receiving negative feedback, managers should ask for clarification and examples about points which seem ambiguous or unclear. They should also avoid acting defensively.

Non-Verbal Cues:

Another important prerequisite for effective communication is an awareness of and sensitivity to non-verbal cues in communication. The following pie charts (Figure 1.4), based on a research study, and reveal the significance of non-verbal communication.

According to this graph, only 7 percent of a receiver's response is determined by the verbal content of a message, while 38 percent of the response is determined by the speaker's vocal characteristics (tone and tenor of the voice) and 55 percent of the response is determined by the speaker's facial expressions.

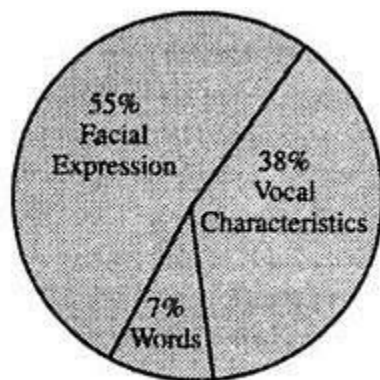


Figure 1.4: Impact of Non-verbal Communication on the Receiver

Non-Directive Counseling:

In non-directive counseling, the manager helps the employee examine his own ideas, feelings and attitudes about a problem. Non-directive counseling can be done by holding an interview with the employee.

In a non-directive counseling interview, a manager should:

- (i) Be attentive and friendly
- (ii) Raise appropriate questions
- (iii) Be tactful and enable the employee to think through the problem clearly
- (iv) Create an atmosphere of privacy to ensure that the employee can communicate freely
- (v) Be a patient listener to help the employee to express his emotions freely
- (vi) Encourage the employee to do some introspection.

UNIT-IV

BUSINESS WRITING SKILLS

INTRODUCTION:

Business writing is a form of writing used to communicate with coworkers, managers, stakeholders or clients. You use business writing to share information and ideas, deliver news or explain new processes. The four main types of business writing include:

1. Instructional

This writing form gives readers the information they need to follow a new process at work. It might include steps for completing a task or solving a problem. You might use instructional business writing in memos, user manuals and product or design specifications.

2. Informational

This type of writing provides readers with information they can refer to and use to make decisions at their organization. You might use informational business writing in reports, financial statements and meeting minutes.

3. Persuasive

Professionals use persuasive writing to get the reader to make a particular decision, such as to buy a product or service. You might use this writing style in project proposals to clients, sales pitches or emails, advertising and press releases.

4. Transactional

Employees use this type of writing in their daily business communications to share information or get a specific reaction from coworkers or clients. You might use transactional business writing in professional emails, letters, direct messages and invoices.

10 USEFUL BUSINESS WRITING AND COMMUNICATION SKILLS

You can use business writing skills to improve any kind of written communication or document in your job. Here are 10 business writing and communication skills to practice:

1. Clearly stating your purpose

Before you start writing, understand what you are writing and why. If you know the goal you're trying to achieve by writing this document, you might reach it more easily. Also, make sure your business communication has a single, clear purpose rather than multiple points.

2. Using concise language

Communicate your ideas clearly and succinctly. The reader should quickly browse through an email or document and find the information they need.

3. Knowing your audience

Your writing will be more effective if you can understand and connect with your audience and their interests. Choose your vocabulary and tone based on who you are communicating with. For example, use friendly and simple wording in press releases or newsletters.

4. Organizing your ideas thoughtfully

Start each piece of business writing with the most important information. Explain why you are writing, and state your message clearly and directly. This will help ensure everyone who reads your message will immediately understand its purpose.

5. Using the active voice

Active voice—a sentence structure in which the subject performs the action—is stronger, more concise and easier to understand than passive voice. Rather than saying, “*Your proposal will be reviewed by our team,*” for example, use the active voice to say, “*Our team will review your proposal.*”

6. Stating facts instead of opinions

Build trust and credibility by supporting your writing with data and statistics. If you do add an opinion, make sure your reader knows it is your perspective to avoid confusion.

7. Keeping your writing free of errors

Clean writing sounds professional and reliable. Read through every document before sending it to find and correct grammar, spelling and punctuation mistakes.

8. Displaying confidence

Write with a confident tone to demonstrate your knowledge and credibility. Confidence can also make your reader more likely to respond how you want, from buying your product to accepting your decision.

9. Using simple formatting

Use clean and professional fonts and sizes so your writing is easy to read. Add features such as subheadings, white space and bullet points if they make the document easier to scan. Similarly, replace large pieces of text with charts or graphics when possible.

10. Maintaining adaptability for different types of writing

Business communications take many forms, which could include written reports, direct messaging or social media posts. Learn to adapt your tone and format for each platform while maintaining professionalism and a consistent voice.

BUSINESS CORRESPONDENCE

Any communication in the form of the letter is correspondence. Any person related to a business expresses oneself through business correspondence. One can also ask any doubt or uncertainty through business correspondence.

A businessman writes and receives letters in his day to day life. A correspondence between two organizations or within an organization comes under this category. A letter to a supplier, complaint letters, letter of inquiry, job application letters are some of its examples.

IMPORTANCE OF BUSINESS CORRESPONDENCE

A business correspondence has numbers of importance. Its most important feature is the ease of reaching and communicating with different parties. It is not always possible to meet persons face to face.

A business correspondence helps to meet some organizational goals. One can achieve the objectives through it. Let us study some of them in details.

1. Maintaining a Proper Relationship

It is not always possible for any business or organization to reach to any person in particular. This will cost any business. Here, the business correspondence will be a rescue for any business.

It helps in maintaining the proper relationships between the parties. Business correspondence strengthens the business. It also helps in the internal communication. It makes communication within the organization more clear and precise.

2. Serves as Evidence

Any written form of communication serves as evidence. A business correspondence helps the person in a business to keep a record of all the facts. These written records will serve as evidence.

3. Create and Maintain Goodwill

It helps in creating and maintaining goodwill between a business and a customer. Any letter to enquire, complaint, suggestion or feedbacks helps a company to grow and maintain goodwill.

4. Inexpensive and Convenient

It is a cheap and convenient form of business communication.

5. Formal Communication

A business communication serves as a formal communication between two persons. It may be a seller and a buyer. It can be between an employee and the employer. The language used is formal and logical.

It helps in removing the ambiguity and the doubts of the person involved in the business. The formal communication in business is followed and acceptable.

6. Helps in the Expansion of Business

A business correspondence helps a business to achieve the set goal. It also ensures the expansion of a business. With no waste of time and proper utilization of manpower and resources, a business can expand.

Any information regarding some resources or any product or market can be easily done. Even the news of the expansion of business can be spread by it.

TYPES OF BUSINESS CORRESPONDENCE

A correspondence is of many types. Let us get ourselves familiar with some of them.

1. Internal Correspondence

It refers to the correspondence between the individuals, departments, or branches of the same organization.

2. External Correspondence

It refers to the correspondence between two individuals. These are not of the same organization. Any correspondence outside the organization is external correspondence. Customer and suppliers, banks, educational institutions, government departments come under this category.

3. Routine Correspondence

It refers to the correspondence on routine manners. A correspondence made for inquiries, orders, replies, acknowledgments, invitation, and appointment letters are routine correspondence.

4. Sales Correspondence

It refers to the correspondence related to the sale. Sales letters, sales reports, invoice, and confirmation of orders are sale correspondence. Delivery letters, statement of accounts etc. are also some of its examples.

5. Personalized Correspondence

It refers to the correspondence based on emotional factors. Letters of the request, recommendation, and congratulations are personalized correspondence. Letter of introduction, granting and the refusal of terms are some of its examples.

6. Circulars

It refers to the communication of common matter to a large number of persons or firms. Circulars, notices of tenders, change of address, an opening of the new branch come under this category. An introduction of new products is also its example.

ESSENTIALS OF EFFECTIVE BUSINESS CORRESPONDENCE

There are seven essential elements to successful business communication:

- Structure
- Clarity
- Consistency
- Medium
- Relevancy
- Primacy/Recency
- Psychological Rule of 7 ± 2

1. STRUCTURE

How you structure your communication is fundamental to how easily it is absorbed and understood by your audience.

Every good communication should have these three structural elements:

- an opening,
- a body,
- a close.

This structural rule holds true no matter what your communication is -- a memo, a phone call, a voice mail message, a personal presentation, a speech, an email, a webpage, or a multi-media presentation.

Opening

An opening allows your communication's audience to quickly understand what the communication is about.

Short, sharp and to the point, a good opening lets your audience quickly reach a decision of whether or not to pay attention to your message.

Time is a precious resource, after all, and the quicker you can 'get to the point' and the faster your audience can make that 'disregard/pay attention' decision the more positively they will view you --- which can be VERY important if you need or want to communicate with them in the future.

Body

Here's where you get to the 'heart' of your message.

It is in the body of the message that you communicate all of your facts and figures relative to the action you want your communication's audience to take after attending to your message.

Keep your facts, figures and any graphs or charts you might present to the point. Don't bog down your audience with irrelevant material, or charts with confusing, illegible numbers and colors.

There's a key to rapid uptake of your message -- KISS.

Close

The Close is where you sum up your communication, remind your audience of your key points, and leave them with a clear understanding of what you want them to do next.

The more powerfully you can end your communication, the more easily remembered it will be by your audience.

2. CLARITY

Be clear about the message you want to deliver, as giving a confused message to your audience only ends up with them being confused and your message being ignored.

If you are giving a message about, say, overtime payments don't then add in messages about detailed budget issues or the upcoming staff picnic -- UNLESS they ABSOLUTELY fit in with your original message.

It's far better and clearer for your audience if you create a separate communication about these ancillary issues.

3. CONSISTENCY

Nothing more upsets a regular reader of, say, your newsletter than inconsistency of your message.

Taking a position on an issue one week, only to overturn it the next, then overturn THAT position the following week, only breeds distrust in your message.

And distrust in you!

People who distrust you are exceedingly unlikely to take the action you wish them to take. They are also highly unlikely to pay any attention to your future messages.

As well as consistency amongst multiple messages, be aware that inconsistency within your message can be just as deadly to audience comprehension.

At the risk of sounding like the Grouchy Grammarian, please make sure that your tenses remain the same, that your viewpoint doesn't wander between the 1st and 3rd person and back again (unless you deliberately want to create a linguistic or story-telling effect — be careful with this!) and that your overall 'theme' or message doesn't change.

4. MEDIUM

If the only tool you have in your tool bag is a hammer, pretty soon everything starts to look like a nail.

Similarly, if all you believe you have as a communications tool is PowerPoint™ then pretty soon all you'll do is reduce every communications opportunity to a PowerPoint™ presentation. And as any of us who have sat through one too many boring slideshows will attest, "seen one, seen 'em all"

So what media are available? You have a choice from any one or combination of the following:

paper-based memo

letter

one-to-one face-to-face presentation

seminar

one-to-one phone presentation

meeting
one-to-many personal presentation
plain text email
one-to-many phone presentation
text + graphics email
voice email
webpage
webcast/webvideo
radio broadcast
television broadcast
press release
tv/film commercial
cd-rom/dvd

Choosing the right medium or media is obviously critical, as the fiscal costs of some in the above list are higher than others. Get the media mix wrong and you could end up spending a whole lot of time and money on a very visually attractive business communication that delivers next-to-zero ROI (return on investment).

5. RELEVANCY

It never ceases to amaze me that business managers still believe that everyone would be interested in their message—and then proceed to subject any and everyone they can find to a horrendous PowerPoint slideshow put together by a well-meaning but aesthetically-challenged subordinate.

Screen-after-screen of lengthy text, in a small barely legible font size (because a small font size is the only way to fit all of the words onto the slide), which the manager duly and dully reads verbatim.

6. PRIMACY/RECENCY

It is essential to know that, one week later, a business communication is remembered by one or both of two things:

- the power and memorability of its opening
- the power and memorability of its close

Psychologists call the effect of remembering the first few items presented as a 'Primacy Effect'. Similarly, they call the effect of remembering the last few items presented to you as a 'Recency Effect'.

Since individuals differ in which Effect is the most dominant for them, it is best to 'cover your bases' and make an effort to have both a powerful and memorable opening and a powerful close.

A powerful opening can be anything that captures the audience's attention:

- a quote,
- a joke,
- a loud noise,
- a preposterous statement.

Just make sure that your opening remains consistent with and relates to the subject of the communication.

7. THE PSYCHOLOGICAL RULE OF 7±2 (SEVEN PLUS OR MINUS TWO)

Psychologists have long known that the human brain has a finite capacity to hold information in short-term or 'working' memory.

Equally, the brain is also structured to retain information in 'clusters' or groups of items.

These clusters or groups average, across the whole of mankind, at seven items, plus or minus two.

Which means that your audience is only able to hold on to between five and nine pieces of information at any one time.

Similarly, your audience will group your business communication's message with between four and eight other messages in their long-term memory.

BUSINESS LETTERS AND FORMS

INTRODUCTION:

In these days of telecommunication, letter is still the chief method of conveying message.

Letter maintains the personal touch, serves as a record and also makes it possible to have multiple copies, if required.

In every business, letters play an important part. Through letters a business-man tries to open up and maintain business relations, to introduce, to promote and conclude transactions. A letter serves as a medium for buying goods, selling goods, collecting debts, earning the goodwill of the customers and also thrashing out all the important problems.

ADVANTAGES OF BUSINESS LETTER:

- (1) Letters are less costly than other means of communication.
- (2) Letters can be sent to long distant places by post within a short time. Of course, letters may be sent by messengers within neighbouring areas.
- (3) Letters are drafted after proper thinking and planning and so the subject matter can be presented in a systematic and logical way.
- (4) The ideas conveyed in letters are clear and free from ambiguity.
- (5) The size of a letter may be big or small as required.
- (6) Letters simultaneously provide evidence and exact copies can be retained.
- (7) Same communication may-be made to a number of persons at a time, through duplicating or printing.

(8) Many unpleasant and delicate matters which cannot be spoken face to face or through mechanical devices can be written in letters in a discreet language.

(9) Letters are suitable for all types of communication.

(10) There is standardisation in form and style readily acceptable by the business world. Even internationally accepted code language is used.

TYPES OR FORMS OF BUSINESS LETTERS

Common types of business letters include:

- **Cover letters.** Sent with a package, report or other item, the purpose of a cover letter is to describe what is enclosed and provide a description of what the receiver should do with it.
- **Thank you letters.** These can be great for networking and relationship building. Don't just write a, "Thanks for," and leave it at that. Provide more details about what they did and how it helped you, and then close with a second expression of thankfulness.
- **Complaint letters.** The key to these types of letters is to demonstrate that you are displeased without being over-the-top angry. Suggest how the receiver of the letter might correct the situation.
- **Adjustment letters.** This is a response to a complaint letter. The point is to be humble in the response and to offer potential solutions. You want to avoid burning bridges and instead use your response as a relationship-building tool.
- **Bad news letters.** The key with bad news letters is to soften the blow. Being direct is valued in business writing. But when writing bad news letters, it's best to remind the receiver about what actually works in your business relationship before breaking the bad news to him or her.

- **Acknowledgment letters.** They are meant to acknowledge that you received an item from someone, or that you are aware of a fact or error they pointed out. Let the receiver know when you received the package or information, and then thank them for it.
- **Memos** Often used to spread important news and directives inside a company, the point with memos is to be fast and to the point with your communications.
- **Congratulatory letters.** The point with these types of letters is to stay on point and avoid sounding over-the-top or mocking. Describe what motivated you to send a congratulations and the positive feedback that you have already heard. Keep the letter concise.
- **Response letters.** This is about explaining or listing off how a request was fulfilled.
- **Letter of request.** The key with these types of letters is to ask for help without groveling or being overly emotional. Take a hard look at the adjectives you're using in the letter.
- **Sales letters.** These letters require a strong call to action or hook at the beginning so that the receiver continues to read and discovers the benefits of whatever you are selling. Make sure to provide information so that they can easily respond.
- **Resignation letters.** This is about giving notice that you are leaving a position, providing a last day of employment, and explaining what is causing you to leave.

PARTS OF A BUSINESS LETTER

Most experts agree that a business letter should have at least the following seven parts in a business letter:

1. **Sender's address.** You don't want the recipient to have to look up your address in order to write a response. A phone number and email address can be included as well.
2. **Date.** It should be immediately apparent when the letter was written. That way, the recipient can more easily be reminded of when and why the letter was written especially if it revolved around a particular event or business situation.
3. **Recipient's address.** You don't want your assistant to have to look up the address to send the letter (or you don't want to have to look up the address again yourself).
4. **Salutation.** A "To whom it may concern" is a surefire way to get your letter lining a wastepaper basket. It's important to have a name in the recipient's address and salutation, even if you have to call up the company or do some searching on LinkedIn to find out who the letter should go to.
5. **Body.** It's generally wise to stay professional and get to the point. As with any communications, being clear and concise tends to reflect best on the writer.
6. **Closing/signature.** The signature gives a personal touch to the letter, shows exactly who it's from and that you approve the contents of the letter.
7. **Enclosures.** It's important to have a list of any additional items enclosed with the business letter, in case the recipient misplaces them.

MEETINGS

INTRODUCTION:

A meeting is a coming together of (generally) three or more people to exchange information in a planned manner and discuss issues set out before them to arrive at decisions, solve problems, etc. A meeting can be formal or informal. As regards a formal meeting there is set rules for convening it and conducting it, with a written record of its proceedings. It requires a notice which is a call, an invitation to attend it.

It has an agenda or list of things to deal with, and the outcome is systematically written in the form of minutes. An informal meeting can be without any written notice, for instance a staff union meeting in the lunch room to discuss a picnic.

A meeting has a convener who calls it and a leader or chairperson who directs it.

TYPES OF MEETING:

Meetings are broadly of three types:

- (i) Informative, where the purpose is to give information to the participants about a new scheme, product, etc.
- (ii) Consultative, in which the members are consulted to solve a problem.
- (iii) Executive, in which decisions are taken by those empowered to do so.

In practice, most of the meetings serve more purposes than one. Some additional classifications of meetings are – meeting for negotiation purpose, meeting for giving instructions, etc.

PURPOSE OF A MEETING:

- To reach a common decision/agreement
- To solve a problem
- To understand a situation, exchange ideas and experiences
- To inform, explain, present ideas
- To give and get feedback on new ideas
- To give training
- To plan and prepare for action
- To resolve differences and misunderstandings
- To generate enthusiasm and seek cooperation
- To review past performance and evaluate it
- To create a feeling of continuity and solidarity in a body's working.

ADVANTAGES AND OF MEETINGS:

ADVANTAGES:

(i) Save time:

Since one can meet a number of people at a time interactively, a meeting can save time.

(ii) Addressing groups:

One can divide the audiences according to their background and need, and address them group by group.

(iii) Cope with information explosion:

New technology and new regulations are coming thick and fast. Meetings enable us to cope with this situation.

(iv) Social and emotional support:

Members get personal support from each other when they meet and exchange ideas.

(v) Feeling of being consulted:

Members get the feeling that they have been consulted and this is useful in getting their intelligent and willing cooperation.

(vi) Democratic functioning:

Democracy aims at achieving all people's welfare by all people's involvement. This is possible through meetings.

(vii) Idea development:

Ideas are systematically cross-fertilized, analyzed and improved by a group.

(viii) Defusing troublemakers:

By the collectivity of constructive forces, troublemakers can be isolated in a meeting and positive action got going. The opponents of a plan get a forum to voice their opposition, which can be overcome before a group of supportive people.

(ix) Bolder decisions:

Collectively we can take more adventurous decisions because of united strength.

(x) Various interest groups represented:

In a meeting many interest groups can be represented and minorities can also be given due attention.

(xi) Preventing mistakes:

A meeting helps to avoid mistakes by a collective and many-angled focus on issues.

DISADVANTAGES:

1. Time-consuming:

Meetings require a number of people to come together at the same time and place. This costs time because other work has to be set aside for the sake of the meeting.

2. Inability to arrive at a decision:

Just as “two heads are better than one,” it is also true that “too many cooks spoil the soup.” Multiplicity of views and personal stubbornness of members may prevent a meeting from taking a decision which a chief executive may take alone.

3. Lack of seriousness:

Many meetings suffer from the drawback that members come unprepared and feel that the others will do the thinking and talking. They feel they can take a free ride. “Everybody’s job is nobody’s job.”

4. Inexpert chairing:

Just as an airplane is steered by a pilot, a meeting is piloted by the chairperson. His lack of skill and personal failings/biases may fail a meeting.

5. Expensive:

Meetings are expensive to arrange – they require a place, paperwork, prior communication, and travelling by the attendees.

6. Open to disruption:

A meeting is prone to being disrupted by an element that is opposed to its objective. There are times when one passenger’s refusal to adjust himself delays the entire flight. The same for meetings. The spirit of give-and-take may be missing in some participants.

TELEPHONE COMMUNICATION

INTRODUCTION:

A telephonic conversation is a type of oral communication which is done by two-person, in which these two-person share their thought and views to each other.

In other words, communication that is taking place between two people with the help of the telephone is a telephonic conversation.

Importance of a Telephone Conversation:

1. Instantaneous Communication:

This is the most obvious advantage of telephonic conversation that it saves time. Whenever telephone service is efficient it enabled a person to have instantaneous communication.

2. Immediate Feedback:

In telephonic communication it is possible to get immediate feedback, the communicator can make sure that his communications have been well understood.

3. Greater Equalizer:

In most of the cases, a telephone call can be more effective. The telephone act as the king of "*equalizer*" which basically minimizing the influence of personal appearance or the appearance of the office. This also makes the caller and the person called are put on some kind of equal regardless of their relative position or rank.

4. Effective if your voice is modulated:

However telephone communication is not as good as face to face communication, but it is possible to make it more effective through subtle modulation of voice.

5. Useful services are available:

Nowadays, several kinds of telephone services available such as - *the trunk call service, priority call service, particular person call service, intercom, extension offer telephone instrument service, etc.*

These services are extremely useful to the subscriber.

Thus, telephonic communication is very important for business professional, customer care executive, BPO, etc. It really matters what you are talking to your caller.

If you are a caller:

Try to make a note which you want to discuss before calling.

If you are a callee:

Try to take a pen & paper, to note down all the necessary points.

USE OF TECHNOLOGY IN BUSINESS COMMUNICATION

Technology in business communication has dramatically changed the workplace over the years and has been improving our daily operations since its existence. It has contributed to making our workplace and workflow more efficient, as well as increasing our productivity.

The digital revolution took place in late 1950s and the entire world noticed this transition from the industrial era. But since this initial transition, there have been hundreds of additional developments in both the technology and business industries. These developments have brought us what is known as technology in business communication; which has been increasing productivity among departments and companies all over the world.

5 Ways Technology in Business Communication has Improved the Workplace

Influential businesses around the globe are aware that technology has reshaped the way we work today. When the digital era first started, the process of adaptation took some time, nonetheless the reward was priceless. These are 5 benefits from technology used in business communications:

1. **Increased Communication.** Do you remember a time at work when you had to send a handwritten letter to your boss who might have worked in a different located due to either travel meetings or important projects? The average respond time could have been days. Today, technology gives us the opportunity to communicate via email, messages, Skype or FaceTime, within minutes and most importantly, from any part of the world.
2. **Improved Level of Security and distribution.** “Back in the day” we used to store piles of paperwork in a locked safety cabinet or safe. Today, technology allows businesses to save up to thousands and thousands of sensitive information and files, encrypt such files and store on a single PC, external hard drive or cloud drive. With a proper antivirus like Avira, and security tips to protect your devices from hacking, the appropriate departments have access to these files and can share among one another within seconds while keeping files safe.

3. **Visual Quality.** Do you remember when you used to write your reports with a typewriter? And you had to do it carefully to keep paper quality? Nowadays, computers have software tools like Word, PowerPoint, and Excel, which can make your reports more visually attractive. As well as correct mistakes as many times as you would like without having to worry about paper issues or constantly restarting.
4. **Quick, accessible Information.** The Internet is another technology used in business communication. Trips to this virtual library can take place within seconds! Getting the information you are looking for has never been easier and/or faster. Have you heard of a single company that doesn't use internet in their daily basis? That's right, today having Internet access is as important as having a computer, because of the accessible information you can get while using it at work, which can increase knowledge and substance different work reports.
5. **Increased Efficiency.** Last but absolutely not least, efficiency. Here is a great example of how technology in business communications has increased efficiency: remember how credit cards used to be put under a carbon paper to get physical impression? We know what you're thinking, it was tedious and it took a while. Today credit cards are swiped through a card reader and the payment is made! Additional ways efficiency has increased are; computers are also a handy tool to process data, and employees are working faster than ever and this is making their workflow smoother.

Technology in business communication has made the workplace more efficient and has increase productivity. It's easy to keep information up to date, file your work and share with others. As technology continues to impact the way we work, it's important for us to stay constantly learning and opened to new initiatives that could positively impact our daily lives.

UNIT-V

REPORT WRITING

INTRODUCTION:

A Report may be defined as a statement or an account, either big or small, on some happenings, findings, observations or recommendations prepared either by an individual or by a group. A report may be oral or written.

It may be prepared by a single individual (like a secretary or a departmental head or an investigator) or by a group of persons or a committee or a sub-committee. A report may be prepared at regular interval of time (like annual report of an organisation or a monthly report by a branch to the head office) or only once (like a report by an enquiry committee).

FEATURES OF REPORTS

- (1) A report is based upon facts and also very often supported with some statistics data, references etc.
- (2) A report has to be prepared in a proper form and style. The form and style depend on the purpose of the report.
- (3) A report has definitely a purpose. One common purpose is spreading of information. Other purposes are—compiling of record, providing guidance to action or judgement, making of evidence, etc.
- (4) A report is meant for circulation either exclusively to an individual, or group of individuals, or members of an organisation or public at large.
- (5) A report shall satisfy all the characteristics for its effectiveness.
- (6) Reports are of various types.
- (7) Reports are closely related to meetings.

(8) The basic function of a report is that it is a means of communication of some facts.

(9) A report is addressed to some definite reader or readers.

(10) A report has invariably a bearing on time.

(11) A report may be just received or adopted, or tabled (i.e., deferred for taking any action), or referred back to committee for reconsideration. So, a report may be treated differently.

SIGNIFICANCE OF REPORTS

Easy Tool for Making Decision

In this modern world, huge companies need a large number of information. The only solution to manage this is to make reports. With the help of report writing, necessary judgments can be made in business. Report writing provides easy, updated and helpful details in a document.

Analysis

Report is very important because whenever any issue occurs, a group of committees try to find the reason for that issue and provide the whole scenario and results with or without the suggestion in the shape of report writing.

Evaluation

A company that is based on a large scale are involved in many different activities. Due to this reason, it is impossible for the management to keep an eye on every one of what everybody is doing. Therefore, the management finds an easy way and writes a report to highlight the acts of every department.

Quick Source

It is a fact that marketing managers require details in order to make a quick decision. In this case, sometimes a senior manager seems to be very busy for many reasons that's why it requires authentic sources to get information. These types of sources can be in the form of report writing.

Improvement of Skill

Report writing helps you to improve the skills of designing, judgments, and means of communication. Therefore, these skills make a way to promote you.

Explain Facts

Facts can be considered in a way that can be obtained naturally. That is why this type of presentation is verified with the help of a report because it examines and explores, calculates and many other things about any fact.

Professional Improvements

Report writing is very important if we talk about the advancement and improvement of the professional.

For example, in a company, if anyone is selected for promotion, so before this, you have to make report writing document in which you will write about the position, performance satisfaction and level of working, with the help of all these points you can be able to make a report and submitted to the manager so that promotion can be given to that particular person fulfilling all the requirements areas.

Fully Control

No matter, the activities are fully achieved in accordance with the plan or not. That is why in order to control such activities it depends mainly on report writing.

Easy Tool

Many of the reports make an easy way of activities for the managers. In order for planning, promoting, controlling and managing. No doubt a report writing plays a vital role to help a manager as the report refers to as a source of information.

Handle Complex Situation

In an organization that is based on a large scale, there might always have a problem of labor which may result in complex conditions. In order to handle this situation, managers make a report.

TYPES OF REPORTS

Reports are of various types. They are classified on the basis of various principles. Such classification is also based on groups.

They are detailed below:

(1) ROUTINE OR SPECIAL:

A Routine Report is prepared and presented as a routine work and at a regular period of time. For example, the annual report of an association or a company which has to be prepared by the secretary or by the Board of Directors at the end of every financial year and copies have to be distributed among the members.

A routine report contains some facts or information either in detail or in a summarised form. It may also be of critical type containing some remark or opinion. For example, the auditor's report on the final accounts of a company. Departmental managers or branch managers have to regularly submit routine reports to the higher authorities.

A Special Report is prepared and presented not as a matter of routine. This is prepared on the basis of some enquiry or investigation either by a single individual or by a body or a committee or a subcommittee or a commission specially formed and entrusted with the duty.

(2) GENERAL OR CONFIDENTIAL:

A General Report is that which is for distribution among many, like the members of an organisation- Such reports may be printed in large numbers or even published in newspapers for the public information. The Government publishes reports of different committees or commissions and places them on sale to the public.

A Confidential Report is meant for some superior person or persons and is not for general information. Sometimes the report may be so confidential that the secretary or any other person preparing it. Writes it by hand or types it out him-self.

(3) FORMAL OR INFORMAL:

A Formal Report is that which is prepared according to some prescribed form and at a prescribed time and is presented according to a conventional procedure. For example, the annual report of a company or any association, a report of a branch to its head office, etc.

Sometimes formal reports are further classified into two parts:

STATUTORY AND NON-STATUTORY:

(a) Statutory reports are those which have to be prepared by a company under the provisions of the Companies Act or by a registered society registered under the Societies Registration Act or by a co-operative society registered under the Cooperative Societies Act and a copy of such report have to be submitted to the respective Registrar. For example, the annual report of a company or a society. The Statutory Report to be prepared and submitted by every public limited company also comes into this category.

(b) Non-Statutory Reports are those which have to be prepared formally but there is no compulsion under law to be submitted to any authorised person. For example, a report prepared and submitted by a Committee set up by the Board of Directors of a company for a particular purpose, e g. on development of market. The submission of the report shall be to the Board of Directors. Formal but non-statutory reports are also prepared and submitted by the secretary to the Board of Directors on different issues.

Informal Reports are those which need not be prepared or presented according to some prescribed form or procedure. An informal report is generally a kind of personal communication and may be even in the form of a letter. For example, a newly appointed employee has to submit a joining report to his boss.

(4) VERBATIM OR SUMMARISED:

Such classification is generally related to reports on meetings. After any meeting is over, a report on the same has to be prepared and presented by the secretary. A Verbatim Report of a meeting means a report containing all the details, word for word, on what events have occurred at the meeting, what words have been spoken by the different participants and what decisions have been taken.

In other words, the record of full proceedings of a meeting can be called verbatim report. Such reports are necessary for every Assembly or Parliament session or for a case in a court of law.

A Summarised Report means a report taking into consideration the main points of discussion at a meeting and the short description of events happening at a meeting. For example, a Press Report prepared after a meeting, whether public or private, to be sent to different newspapers for the favour of publication.

A report, whether verbatim or summarised, must be however, based on facts because the readers of such reports will depend on the information supplied. A summarised report must not be confused with the minutes of the meeting.

(5) PRIVILEGED OR NON-PRIVILEGED:

Reports can be further classified into privileged or non-privileged. A Privileged Report is that which contains statements or remarks made by some people which may be defamatory to some others but permitted to be spoken under privilege in speech.

A report on proceedings of a case in a court of law or in Assembly or Parliament session, etc. is allowed to be published in newspapers or otherwise. But such a privilege is a 'qualified' privilege and will be allowed provided the report is accurate and meant for public interest.

But the report containing privileged speeches on a private meetings like the annual general meeting of a company, cannot be published as a privileged report.

Every other kind of report is a Non-privileged Report. Reports in general are non-privileged.

STRUCTURE OF REPORTS

Reports are designed to be read quickly and easily. Often only parts of a report are read in detail. Reports vary from essays as they have a more formal layout and normally use numbering, headings and sub-headings to indicate sections. The format for a report can vary by school, so **always check your module guide!** (It is on GCULearn). Reports often include:

- **Title page** This is brief but explicit. Include your name, date, module, course and for whom the report is written.
- **List of contents** with section and page numbers. If there are charts, diagrams or tables included in your report, these should be listed separately under a title such as List of Illustrations together with the page numbers on which they appear.
- **Acknowledgements** should only be included if appropriate.
- **Summary or abstract** This can also be called an executive summary. This is very important and is often the only section of a report read in detail. It is normally written when the report is finished. This should be a short paragraph summarising the main contents. It should include a short statement of the main task, the methods used, conclusions reached and any recommendations to be made.
- **Introduction** This sets the scene and includes the aims and objectives of the report. It also defines the limits of the report, outlines the method of enquiry, gives a brief general background to the subject of the report and indicates the proposed development.
- **Main body** This illustrates how a project was undertaken. It normally includes a literature review, explanation of methodology used, discussion and analysis of findings. Like an essay it should be ordered logically with each section being clearly linked. It should include evidence and where appropriate, graphs and illustrations.

- **Conclusion** This draws out the implications from the report and normally recommends a course of action. It should link back to the introduction.
- **References** You should provide a list of all the authors you have cited in your report.
- **Appendices** These contain supporting information, such as transcripts of interviews, results of surveys, a glossary and results from experiments.