

INTRODUCTION TO COMMUNICATION

Communication is as old as human civilization. Man used to communicate with his fellow beings by means of sounds, signals, gestures when there was no language developed. Minus communication, human society could not have been as it is today. It is communication which has transformed mankind into the most developed rational and prosperous group on the earth.

Communication is the activity of conveying information. The word communication has been derived from the Latin word 'communis', meaning to share. It basically involves a sender, a message and a receiver.



Communication is giving, receiving or exchanging ideas, data, information, signals or messages through appropriate media, enabling individuals or groups to persuade, to seek information, to give information or to express emotions.

Communication is usually a two-way process. It is not just giving information or signaling someone; it also involves the comprehension of the information or the signal by the receiver. When the act of giving information or sending message reaches the recipient and gets comprehended by

him/her and the receiver sends feedback as desired by the sender, the process of communication is said to be complete. Communication, therefore, involves more than one person.

Communication is a continuous and dynamic process involving more than one person. It is a cyclic process denoting continuous flow of information. It essentially involves sender, message and recipient. The sender conceives ideas and encodes them into suitable medium (facts, figures, pictures), sends them through appropriate channel (email, phone, speech) to the recipient. The recipient decodes the message, understands it and encodes feedback and sends it to the sender. The process continues.

MEANING OF BUSINESS COMMUNICATION

Business communication involves constant flow of information. Feedback is integral part of business communication. Organizations these days are verily large and involve large number of people. There are various levels of hierarchy in an organization. Greater the number of levels, the more difficult is the job of managing the organization. Communication here plays a very important role in process of directing and controlling the people in the organization. Immediate feedback can be obtained and misunderstandings if any can be avoided. There should be effective communication between superiors and subordinated in an organization, between organization and society at large (for example between management and trade unions). It is essential for success and growth of an organization. Communication gaps should not occur in any organization.

Business Communication is goal oriented. The rules, regulations and policies of a company have to be communicated to people within and outside the organization. Business Communication is regulated by certain rules and norms. In early times, business communication was limited to paper-work, telephone calls etc. But now with advent of technology, we have cell phones, video conferencing, emails, satellite communication to

support business communication. Effective business communication helps in building goodwill of an organization.

Business Communication can be of two types:

1. **Oral Communication** - An oral communication can be formal or informal. Generally business communication is a formal means of communication, like : meetings, interviews, group discussion, speeches etc. An example of Informal business communication would be - Grapevine.
2. **Written Communication** - Written means of business communication includes - agenda, reports, manuals etc.

DEFINITIONS OF BUSINESS COMMUNICATION

In the opinion of W. H. Newman and C. F. Summer: “Communication is an exchange of facts, ideas, opinions or emotions by two or more persons.”

According to Rosenblatt: “Business communication is a process of exchanging ideas or opinions, information, orders and the like, expressed either personally or not through certain signs or symbols to achieve certain company goals.”

CHARACTERSTICS OF EFFECTIVE ORGANIZATIONAL COMMUNICATION

1. PRACTICAL: Effective business communication deals with the practical aspect of the information explaining why , how , when and the like queries. It avoids impractical , imaginary , unnecessary or repetitive information to eliminate waste of time. It conveys important to the receiver.

2. FACTUAL: In General a business message contains facts and figures in place of overall idea. Important date, place, time etc. should be clearly mentioned in business communication.

3. CLEAR AND BRIEF: the language used in business communication should be simple, clear, brief, and without ambiguity. Sometimes charts, photographs, diagrams etc are used to clarify the information.

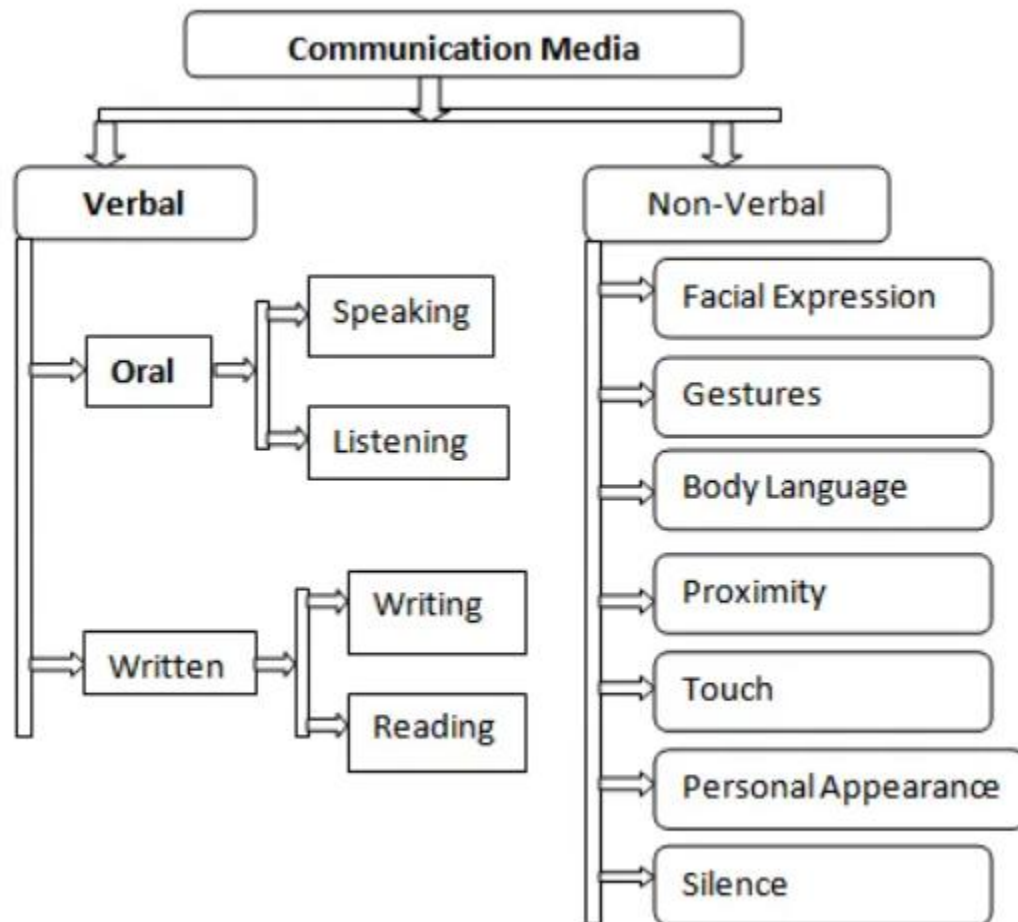
4. TARGET-ORIENTED: a business communication must have a specific objective and must be planned properly so that the objective can be achieved.

5. PERSUASIVE: Communication takes place at all the levels (top, middle and low) and in all functional areas (production, finance, marketing, personal) etc. of a business enterprise.

6. TWO WAY PROCESS: Communication is possible only where there are atleast two persons, one sender and other receiver. This means that one person alone cannot communicate.

7. INFORMATION SHARING AND UNDERSTANDING: Communication involves both transfer of information as well as creation of understanding between two or more persons.

8. VERBAL AND NON-VERBAL INFORMATION: Communication is not restricted to transfer of information and understanding through words alone. A manager can communicate through symbols, gestures and actions which are non-verbal in nature.



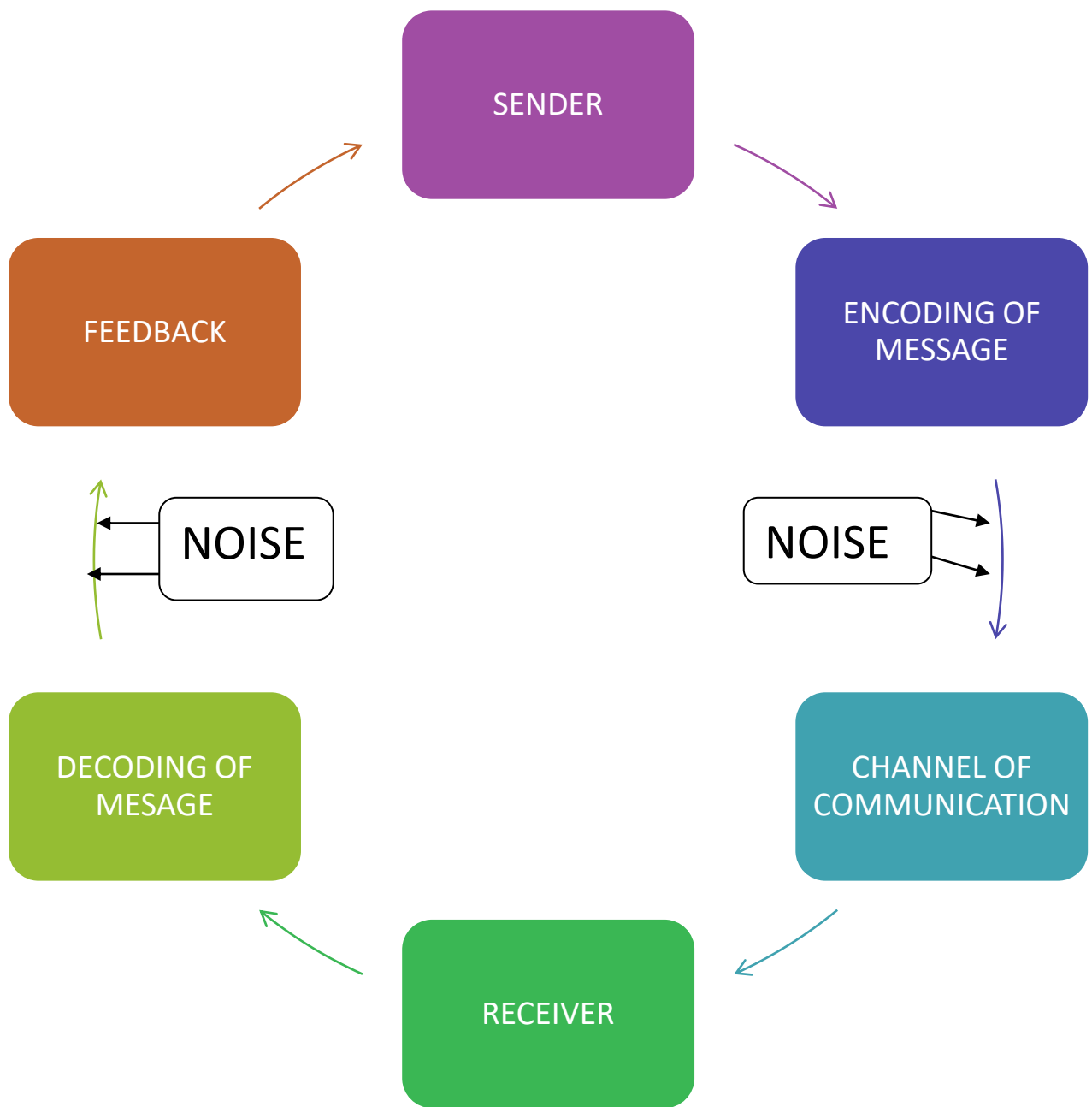
9. CIRCULAR FLOW: The flow of communication is circular i.e. the process of communication starts when the sender transmits a message to receiver and is completed and then receiver sends the feedback to the sender.

10. CONTINUOUS PROCESS: Exchange of ideas and opinions among person is an outgoing process in business and in business and non-business organizations.

COMMUNICATION PROCESS/ COMMUNICATION CYCLE

Communication may be defined as a process concerning exchange of facts or ideas between persons holding different positions in an organisation to achieve mutual harmony. The communication process is dynamic in nature rather than a static phenomenon.

Communication process as such must be considered a continuous and dynamic inter-action, both affecting and being affected by many variables.



1. **Sender:** The sender or the communicator is the person who initiates the conversation and has conceptualized the idea that he intends to convey it to others.

2. **Encoding:** The sender begins with the encoding process wherein he uses certain words or non-verbal methods such as symbols, signs, body gestures, etc. to translate the information into a message. The sender's knowledge, skills, perception, background, competencies, etc. has a great impact on the success of the message.
3. **Message:** Once the encoding is finished, the sender gets the message that he intends to convey. The message can be written, oral, symbolic or non-verbal such as body gestures, silence, sighs, sounds, etc. or any other signal that triggers the response of a receiver.
4. **Communication Channel:** The Sender chooses the medium through which he wants to convey his message to the recipient. It must be selected carefully in order to make the message effective and correctly interpreted by the recipient. The choice of medium depends on the interpersonal relationships between the sender and the receiver and also on the urgency of the message being sent. Oral, virtual, written, sound, gesture, etc. are some of the commonly used communication mediums.
5. **Receiver:** The receiver is the person for whom the message is intended or targeted. He tries to comprehend it in the best possible manner such that the communication objective is attained. The degree to which the receiver decodes the message depends on his knowledge of the subject matter, experience, trust and relationship with the sender.
6. **Decoding:** Here, the receiver interprets the sender's message and tries to understand it in the best possible manner. An effective communication occurs only if the receiver understands the message in exactly the same way as it was intended by the sender.
7. **Feedback:** The Feedback is the final step of the process that ensures the receiver has received the message and interpreted it correctly as it was intended by the sender. It increases the effectiveness of the communication as it permits the sender to know the efficacy of his message. The response of the receiver can be verbal or non-verbal.

Note: The Noise shows the barriers in communications. There are chances when the message sent by the sender is not received by the recipient.

PURPOSE OF COMMUNICATION

- 1. Exchange of Information**
- 2. Issue of order and instructions**
- 3. Education**
- 4. Advice and counselling**
- 5. Persuasion**
- 6. Suggestion**
- 7. Motivation**
- 8. Raising Morale**
- 9. Warning**

NEED FOR COMMUNICATION

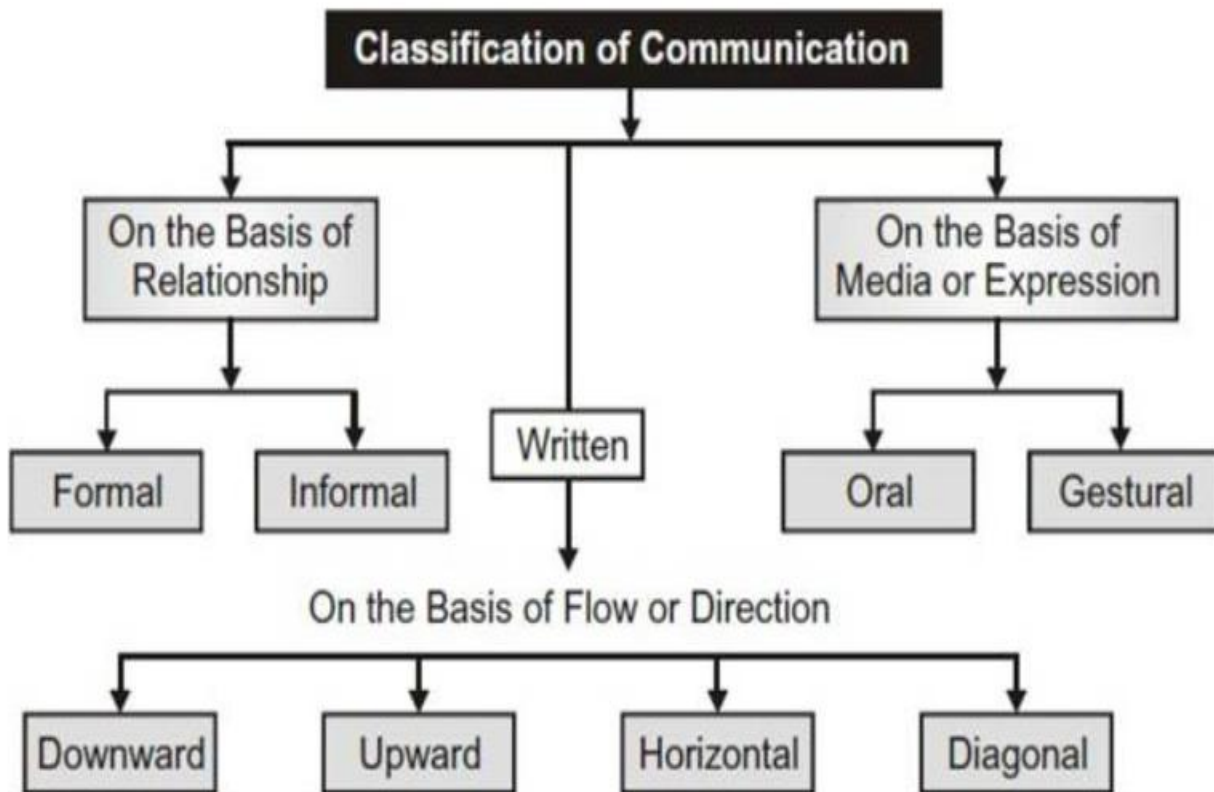
- 1. Global Business Environment**
- 2. Technological Advancement**
- 3. Giant Organisations**
- 4. Timely information**
- 5. Better Human Relation**
- 6. Better Public Relation**

ROLE AND IMPORTANCE OF COMMUNICATION IN MANAGEMENT

- 1. Facilitates Planning**
- 2. Basis for Decision making**

3. Achieves effective co-ordination
4. Facilitates better administration
5. Creation of mutual trust and confidence
6. Motivation of Employees
7. Building Employee Morale
8. Binding Force or Commitment
9. Facilitates Effective Control

BASIC FORMS OF COMMUNICATION



Formal Communication: Meaning, Characteristics, Advantages Limitations and Types

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.'

Characteristics

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.

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: Meaning, Characteristics, Advantages and Limitations

Informal communication refers to interchange of information unofficially. This communication is based on informal relations (like friendship, membership of the same club, the same place of birth, etc.) and, therefore, is free from all the organisational formalities.

The exchange of informal messages usually takes place on the occasion of community meals, social occasions, parties, etc. On such occasions, the superiors gather such information from their subordinates as may be difficult to get through formal communication. Such communication includes comments, suggestions, etc.

Under this, communication takes place through gesticulation, moving of head, smiling and by remaining quiet. For example, a superior wants to complain against his subordinate to his higher officer and at the same time he is afraid of giving it in writing. This can be conveyed to the higher officer through informal communication, say during the course of a conversation.

Informal communication is also called grapevine communication because there is no definite channel of communication. Under it some information passes through many individuals and covers a long distance making its origin obscure. This is exactly like a grapevine where it is difficult to find the beginning and the end.

Characteristics

Informal or grapevine communication has the following characteristics:

(1) Formation through Social Relations:

This communication is born out of social relations who mean that it is beyond the restrictions of the organisation. No superior-subordinate relationship figures therein. A more sociable superior can gather much information through this channel.

(2) Two types of Information:

Through this communication, information about the work and the individual can be collected.

(3) Uncertain Path:

Since it is beyond the restrictions of the organisation, it follows no definite channel. Like a grapevine, it moves in a zigzag manner.

(4) Possibility of Rumour and Distortion:

Responsibility for the true or false nature of communication does not lie on any individual and, therefore, not much attention is paid to its meaning while communicating. Consequently, the rumours keep floating.

(5) Quick Relay:

Informal communication makes news spread like wildfire. Not only this, people start adding something of their own which sometimes changes the real meaning of the communication.

Advantages

The informal channel of communication has the following advantages:

(1) Fast and Effective Communication:

Under this communication, the messages move fast and their effect is equally great on the people.

(2) Free Environment:

Informal communication is done in a free environment. Free environment means that there is no pressure of any office-big or small. The reactions of the employees can easily be collected.

(3) Better Human Relations:

Informal communication saves the employees from tension. Freedom from tension helps the establishment of better human relations. This also affects the formal communication.

(4) Easy Solution of the Difficult Problems:

There are many problems which cannot be solved with the help of formal communication. There is more freedom in informal communication which helps the solution of difficult problems.

(5) Satisfying the Social Needs of the Workers:

Everybody wants good relations with the high officers at the place of his work. Such relations give satisfaction to the employees and they feel proud. But this can be possible only with the help of the informal communication.

Limitations

The defects or limitations of the informal communication are as under:

(1) Unsystematic Communication:

This communication is absolutely unsystematic and it is not necessary that information reaches the person concerned.

(2) Unreliable Information:

Most of the information received through this communication is undependable and no important decision can be taken on its basis.

Organizational Communication Flows

Information can flow in four directions in an organization: downward, upward, horizontally, and diagonally. The size, nature, and structure of the organization dictate which direction most of the information flows. In more established and traditional organizations, much of the communication flows in a vertical—downward and upward—direction. In informal firms, such as tech start-ups, information tends to flow horizontally and diagonally. This, of course, is a function of the almost flat organizational hierarchy and the need for collaboration. Unofficial communications, such as those carried in the company grapevine, appear in both types of organizations.

Downward Communication Flows

Downward communication is when company leaders and managers share information with lower-level employees. Unless requested as part of the message, the senders don't usually expect (or particularly want) to get a response. An example may be an announcement of a new CEO or notice of a merger with a former

competitor. Other forms of high-level downward communications include speeches, blogs, podcasts, and videos. The most common types of downward communication are everyday directives of department managers or line managers to employees. These can even be in the form of instruction manuals or company handbooks.

Downward communication delivers information that helps to update the workforce about key organizational changes, new goals, or strategies; provide performance feedback at the organizational level; coordinate initiatives; present an official policy (public relations); or improve worker morale or consumer relations.

Upward Communication Flows

Information moving from lower-level employees to high-level employees is upward communication (also sometimes called vertical communication). For example, upward communication occurs when workers report to a supervisor or when team leaders report to a department manager. Items typically communicated upward include progress reports, proposals for projects, budget estimates, grievances and complaints, suggestions for improvements, and schedule concerns. Sometimes a downward communication prompts an upward response, such as when a manager asks for a recommendation for a replacement part or an estimate of when a project will be completed.

An important goal of many managers today is to encourage spontaneous or voluntary upward communication from employees without the need to ask first. Some companies go so far as to organize contests and provide prizes for the most innovative and creative solutions and suggestions. Before employees feel

comfortable making these kinds of suggestions, however, they must trust that management will recognize their contributions and not unintentionally undermine or ignore their efforts. Some organizations have even installed “whistleblower” hotlines that will let employees report dangerous, unethical, or illegal activities anonymously to avoid possible retaliation by higher-ups in the company.

Horizontal and Diagonal Communication Flows

Horizontal communication involves the exchange of information across departments at the same level in an organization (i.e., peer-to-peer communication). The purpose of most horizontal communication is to request support or coordinate activities. People at the same level in the organization can work together to work on problems or issues in an informal and as-needed basis. The manager of the production department can work with the purchasing manager to accelerate or delay the shipment of materials. The finance manager and inventory managers can be looped in so that the organization can achieve the maximum benefit from the coordination. Communications between two employees who report to the same manager is also an example of horizontal communication. Some problems with horizontal communication can arise if one manager is unwilling or unmotivated to share information, or sees efforts to work communally as threatening his position (territorial behavior). In a case like that, the manager at the next level up will need to communicate downward to reinforce the company’s values of cooperation.

Diagonal communication is cross-functional communication between employees at different levels of the organization. For

example, if the vice president of sales sends an e-mail to the vice president of manufacturing asking when a product will be available for shipping, this is an example of horizontal communication. But if a sales representative e-mails the vice president of marketing, then diagonal communication has occurred. Whenever communication goes from one department to another department, the sender's manager should be made part of the loop. A manager may be put in an embarrassing position and appear incompetent if he isn't aware of everything happening in his department. Trust may be lost and careers damaged by not paying attention to key communication protocols.

Oral Communication - Meaning, Advantages and Limitations

Oral communication implies communication through mouth. It includes individuals conversing with each other, be it direct conversation or telephonic conversation. Speeches, presentations, discussions are all forms of oral communication. Oral communication is generally recommended when the communication matter is of temporary kind or where a direct interaction is required. Face to face communication (meetings, lectures, conferences, interviews, etc.) is significant so as to build a rapport and trust.

Advantages of Oral Communication

- There is high level of understanding and transparency in oral communication as it is interpersonal.
- There is no element of rigidity in oral communication. There is flexibility for allowing changes in the decisions previously taken.
- The feedback is spontaneous in case of oral communication. Thus, decisions can be made quickly without any delay.
- Oral communication is not only time saving, but it also saves upon money and efforts.
- Oral communication is best in case of problem resolution. The conflicts, disputes and many issues/differences can be put to an end by talking them over.
- Oral communication is an essential for teamwork and group energy.
- Oral communication promotes a receptive and encouraging morale among organizational employees.
- Oral communication can be best used to transfer private and confidential information/matter.

Disadvantages/Limitations of Oral Communication

- Relying only on oral communication may not be sufficient as business communication is formal and very organized.
- Oral communication is less authentic than written communication as they are informal and not as organized as written communication.
- Oral communication is time-saving as far as daily interactions are concerned, but in case of meetings, long speeches consume lot of time and are unproductive at times.

- Oral communications are not easy to maintain and thus they are unsteady.
- There may be misunderstandings as the information is not complete and may lack essentials.
- It requires attentiveness and great receptivity on part of the receivers/audience.
- Oral communication (such as speeches) is not frequently used as legal records except in investigation work.

Meaning of Written Communication 2. Advantages of Written Communication 3. Limitations.

- ***Meaning of 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:***

- **The advantages of Written Communication are stated below:**

- 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.
- 10. A good written communication can create goodwill and promote business.

- ***Limitations or Disadvantages of Written Communication:***

- **Followings are the 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.

Non-Verbal Communication

Definition: The **Non-Verbal Communication** is the process of conveying meaning without the use of words either written or spoken. In other words, any communication made between two or more persons through the use of facial expressions, hand movements, body language, postures, and gestures is called as non-verbal communication.

The Non-Verbal Communication, unlike the verbal communication, helps in establishing and maintaining the interpersonal relationships while the verbals only help in communicating the external events. People use non-verbals to express emotions and interpersonal

attitudes, conduct rituals such as greetings and bring forward one's personality.

The non-verbal communication in the form of signals, expressions add meaning over the verbals and help people to communicate more efficiently. It supplements whatever is said in words, such as people nod to acknowledge and move their hands to give directions.

The non-verbal communication defines the distance between the communicators and helps them to exchange their emotional state of mind. Also, it regulates the flow of communication, for example, an individual can give signals to convey that he had finished speaking or else he wants to speak.

Sometimes, the non-verbals acts as a barrier to communicating effectively as the recipient could not understand what the sender is trying to say and may interpret it wrongly

PRINCIPLES OF EFFECTIVE COMMUNICATION

- 1. Speed**
- 2. Clarity of message**
- 3. Creation Of impression**
- 4. two-way traffic**
- 5. Credibility**
- 6. Content**
- 7. Completeness**
- 8. Capability**

9. Accuracy

10. Economy

11. Secrecy

12. Safety

SEVEN C's of COMMUNICATION



1. **Clear:** The message should be clear and easily understandable to the recipient. The purpose of the communication should be clear to sender then only the receiver will be sure about it. The message should emphasize on a single goal at a time and shall not cover several ideas in a single sentence.
2. **Correct:** The message should be correct, i.e. a correct language should be used, and the sender must ensure that there is no grammatical and spelling mistakes. Also, the message should be

exact and well-timed. The correct messages have a greater impact on the receiver and at the same time, the morale of the sender increases with the accurate message.

3. **Complete:** The message should be complete, i.e. it must include all the relevant information as required by the intended audience. The complete information gives answers to all the questions of the receivers and helps in better decision-making by the recipient.
4. **Concrete:** The communication should be concrete, which means the message should be clear and particularly such that no room for misinterpretation is left. All the facts and figures should be clearly mentioned in a message so as to substantiate to whatever the sender is saying.
5. **Concise:** The message should be precise and to the point. The sender should avoid the lengthy sentences and try to convey the subject matter in the least possible words. The short and brief message is more comprehensive and helps in retaining the receiver's attention.
6. **Consideration:** The sender must take into consideration the receiver's opinions, knowledge, mindset, background, etc. in order to have an effective communication. In order to communicate, the sender must relate to the target recipient and be involved.
7. **Courteous:** It implies that the sender must take into consideration both the feelings and viewpoints of the receiver such that the message is positive and focused at the audience. The message should not be biased and must include the terms that show respect for the recipient.