

## UNIT-2

### DEFINITION OF COMMUNICATION

**Communication** is the process of passing information (sending) and understanding (receiving) the same from one person to another through verbal and non-verbal means. Thus, communication means to understand information, facts or opinions of someone.



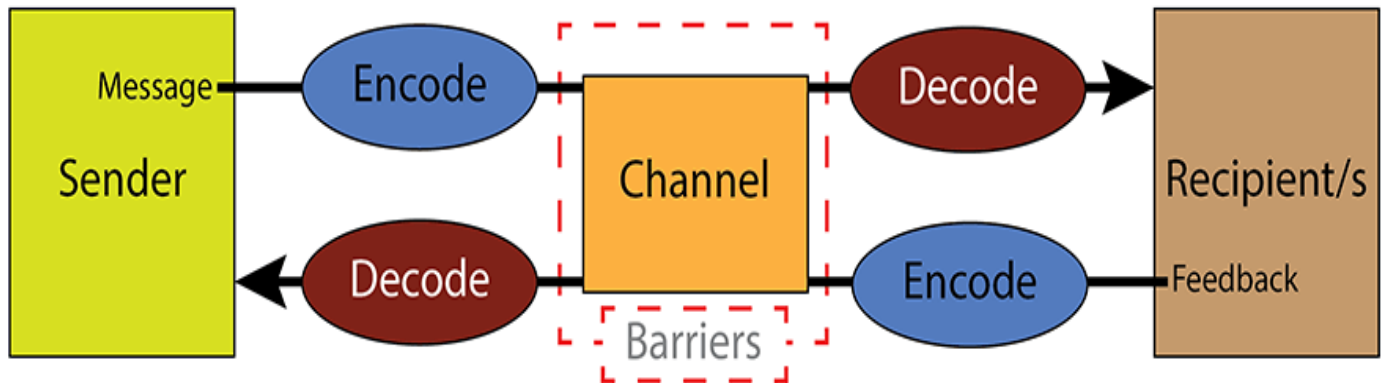
Source: <https://www.thoughtco.com/what-is-communication-1689877>

### ROLE OF COMMUNICATION

The purpose of communication in the organization include –

- (i) Achieve coordinated action,
- (ii) Express feelings and emotion,
- (iii) Share information regarding organizational goals, task directions, results of efforts, and decision making,
- (iv) Achieve effective control,
- (v) Encourage employees' participation in decision making, and
- (vi) Create a good public image and reputation for the organization.

# The Communication Process



## Types of Communication and Ways to Use Them

### Verbal

- Use a strong, confident speaking voice.
- Use active listening.
- Avoid filler words.
- Avoid industry jargon when appropriate.

### Nonverbal

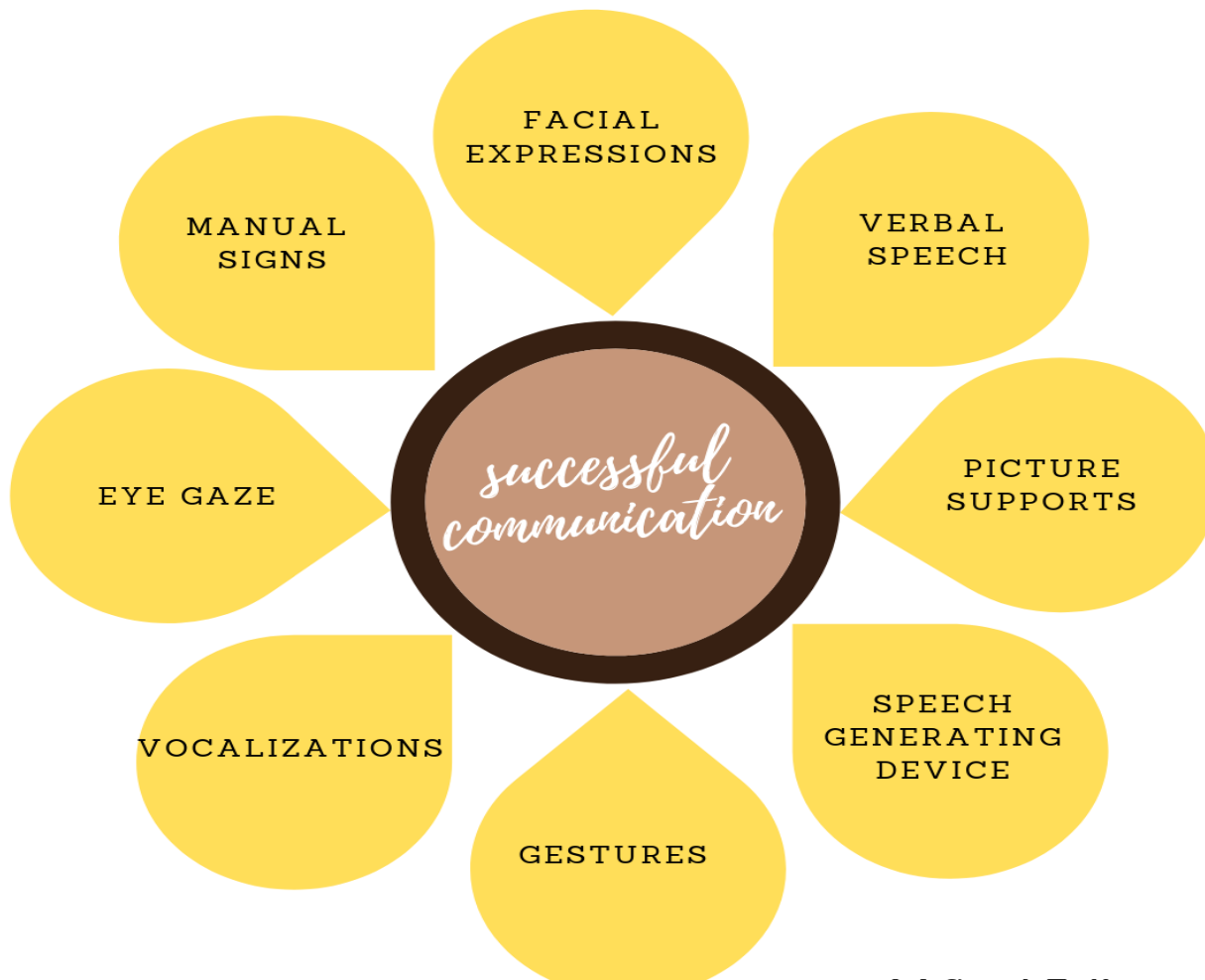
- Notice how your emotions feel physically.
- Be intentional about your nonverbal communications.
- Mimic nonverbal communications you find effective.

### Visual

- Ask others before including visuals.
- Consider your audience.
- Only use visuals if they add value.
- Make them clear and easy-to-understand.

### Written

- Strive for simplicity.
- Don't rely on tone.
- Take time to review your written communications.
- Keep a file of writing you find effective or enjoyable.



## **IMPORTANCE OF COMMUNICATION IN MANAGEMENT**

### **1. Basis of Decision-Making and Planning:**

Communication is essential for decision-making and planning. It enables the management to secure information without which it may not be possible to take any decision. The quality of managerial decisions depends upon the quality of communication. Further, the decisions and plans of the management need to be communicated to the subordinates. Without effective communication, it may not be possible to issue instructions to others. Effective communication helps in proper implementation of plans and policies of the management.

### **2. Smooth and Efficient Working of an Organisation:**

In the words of George R. Terry, “It serves as the lubricant, fostering for the smooth operations of management process.” Communication makes possible the smooth and efficient working of  
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an enterprise. It is only through communication that the management changes and regulates the actions of the subordinates in the desired direction.

### **3. Facilitates Co-Ordination:**

Management is the art of getting things done through others and this objective of management cannot be achieved unless there is unity of purpose and harmony of effort. Communication through exchange of ideas and information helps to bring about unity of action in the pursuit of common purpose. It binds the people together and facilitates co-ordination.

### **4. Increases Managerial Efficiency:**

Effective communication increases managerial efficiency. It is rightly said that nothing happens in management until communication takes place. The efficiency of manager depends upon his ability to communicate effectively with the members of his organisation. It is only through communication that management conveys its goals and desires, issues instructions and orders, allocates jobs and responsibility and evaluates performance of subordinates.

### **5. Promotes Co-operation and Industrial Peace:**

Effective communication creates mutual understanding and trust among the members of the organisation. It promotes co-operation between the employer and the employees. Without communication, there cannot be sound industrial relations and industrial peace. It is only through communication that workers can put in their grievances, problems and suggestions to the management.

### **6. Helps in Establishing Effective Leadership:**

Communication is the basis of effective leadership. There cannot be any leadership action without the effective communication between the leader and the led. Communication is absolutely necessary for maintaining man to man relationship in leadership. It brings the manager (leader) and the subordinates (led) in close contact with each other and helps in establishing effective leadership.

### **7. Motivation and Morale:**

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Communication is the means by which the behaviour of the subordinates is modified and change is effected in their actions. Through communication workers are motivated to achieve the goals of the enterprise and their morale is boosted. Although motivation comes from within yet the manager can also motivate people by effective communication, e.g., proper drafting of message, proper timing of communication and the way of communication, etc.

### **8. Increases Managerial Capacity:**

Effective communication increases managerial capacity too. A manager is a human being and has limitations as to time and energy that he can devote to his activities. He has to assign duties and responsibilities to his subordinates. Through communication, a manager can effectively delegate his authority and responsibility to others and thus, increases his managerial capacity.

### **9. Effective Control:**

Managerial function of control implies the measurement of actual performance, comparing it with standards set by plans and taking corrective actions of deviations, if any, to ensure attainment of enterprise objectives according to preconceived and planned acts. Communication acts as a tool of effective control. The plans have to be communicated to the subordinates, the actual performance has to be measured and communicated to the top management and a corrective action has to be taken or communicated so as to achieve the desired goals. All this may not be possible without an efficient system of communication.

### **10. Job Satisfaction:**

Effective communication creates job satisfaction among employees as it increases mutual trust and confidence between management and the employees. The gap between management and the employees is reduced through the efficient means of communication and a sense of belongingness is created among employees. They work with zeal and enthusiasm.

### **11. Democratic Management:**

Communication is also essential for democratic management. It helps to achieve workers participation in management by involving workers in the process of decision-making. In the



absence of an efficient system of communication, there cannot be any delegation and decentralization of authority.

### **12. Increases Productivity and Reduces Cost:**

Effective communication saves time and effort. It increases productivity and reduces cost. Large- scale production involves a large number of people in the organisation. Without communication, it may not be possible to work together in a group and achieve the benefits of large-scale production.

### **13. Public Relations:**

In the present business world, every business enterprise has to create and maintain a good corporate image in the society. It is only through communication that management can present a good corporate image to the outside world. Effective communication helps management in maintaining good relations with workers, customers, suppliers, shareholders, government and community at large.

## **7C'S OF COMMUNICATION**



<https://businessjargons.com/7-cs-communication.html>

## 7 C's of Communication

**Definition:** The **7 C's of Communication** is a checklist that helps to improve the professional communication skills and increases the chance that the message will be understood in exactly the same way as it was intended.

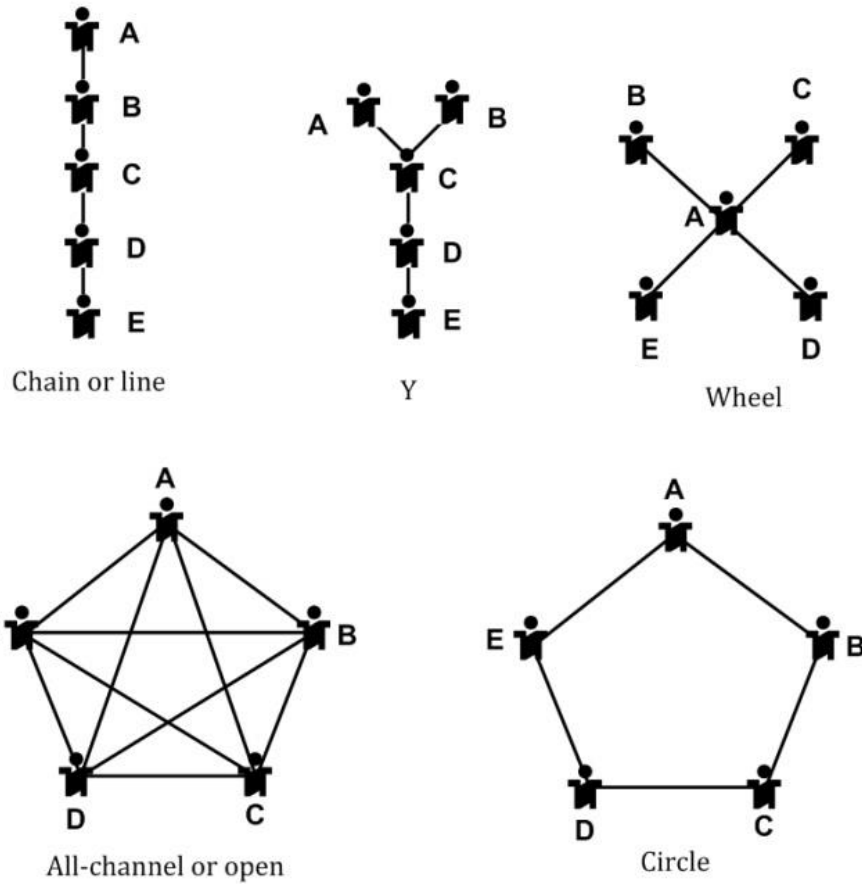
1. **Clarity:** The message should be clear and easily understandable to the recipient. The purpose of the communication should be clear to sender then only the receiver will be sure about it. The message should emphasize on a single goal at a time and shall not cover several ideas in a single sentence.
2. **Correctness:** 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.

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3. **Completeness:** 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. **Concreteness:** 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. **Conciseness:** 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. **Courteousness:** 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.

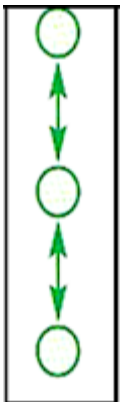


## COMMUNICATION STRUCTURE IN ORGANIZATION



### 1. FORMAL NETWORK MODELS

#### A. CHAIN NETWORK

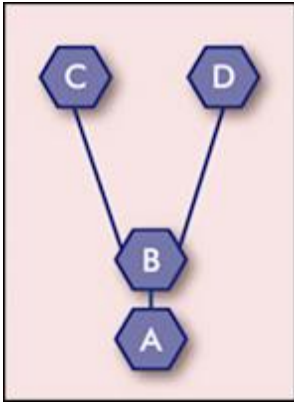


- The Chain Network is a vertical hierarchy in which communication can flow only upward or downward.
- In Chain Network, members communicate with people next to them in sequence.

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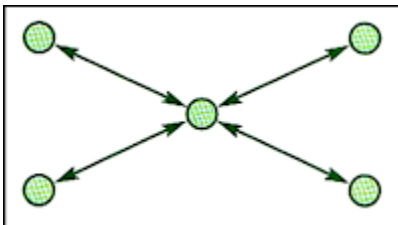
- +ve Aspect is: It can be used to transfer important messages from higher management levels to lower levels.
- -ve Aspect is: This often leads to **one way** communication and the people in lower order of chain **isolation** is felt.

## B. Y-NETWORK



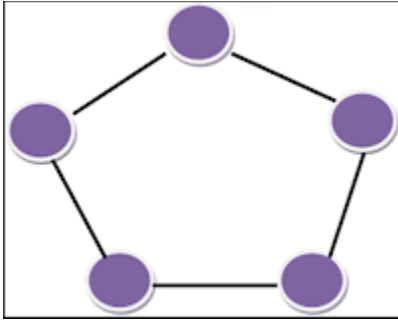
- The Y-Network is a multi-level hierarchy and a combination of Horizontal & Vertical flow of communication.
- Same as chain network except that there are 2 members outside the chain.

## C. WHEEL NETWORK



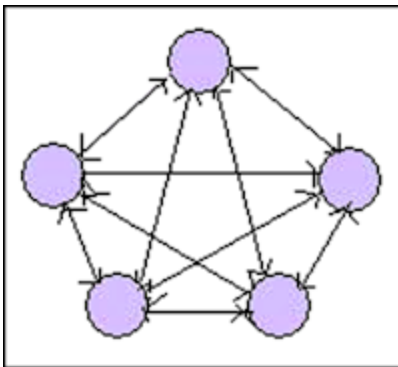
- The Wheel Network refers to several subordinates reporting to a superior. It's a combination of Horizontal & Diagonal flow of communication.
- + ve Aspect: The central management can pass messages to all departments quickly.
- - ve aspect: The departments cannot communicate directly between themselves.

## D. CIRCLE NETWORK



- The Circle Network allows employees to interact with adjacent members but no further. In the given figure, there is vertical communication between superiors & subordinates, and horizontal communication only at the lowest level.
- Here members communicate with others close to them in terms of expertise, office location, etc.

### E. ALL CHANNEL NETWORK



- The All-Channel Network enables each employee to communicate freely with the others. Here, everybody's views are equally & openly shared.
  - +ve Aspect: This is used to create or discuss new ideas.
  - -ve Aspect: Can be time-consuming and there is no clear leader or sender of messages.
1. The **Chain Network** is a vertical hierarchy in which communication can flow only upward or downward.
  2. The **Y-Network** is a multi-level hierarchy and a combination of Horizontal & Vertical flow of communication.
  3. The **Wheel Network** refers to several subordinates reporting to a superior. It's a combination of Horizontal & Diagonal flow of communication.
  4. The **Circle Network** allows employees to interact with adjacent members but no further. In the given figure, there is vertical communication between superiors & subordinates, and horizontal communication only at the lowest level.
  5. The **All-Channel Network** enables each employee to communicate freely with the others. Here, everybody's views are equally & openly shared.

### BARRIERS OF COMMUNICATION

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# Barriers to Communication

