

COMMUNICATION

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Definitions: What Is Communication?

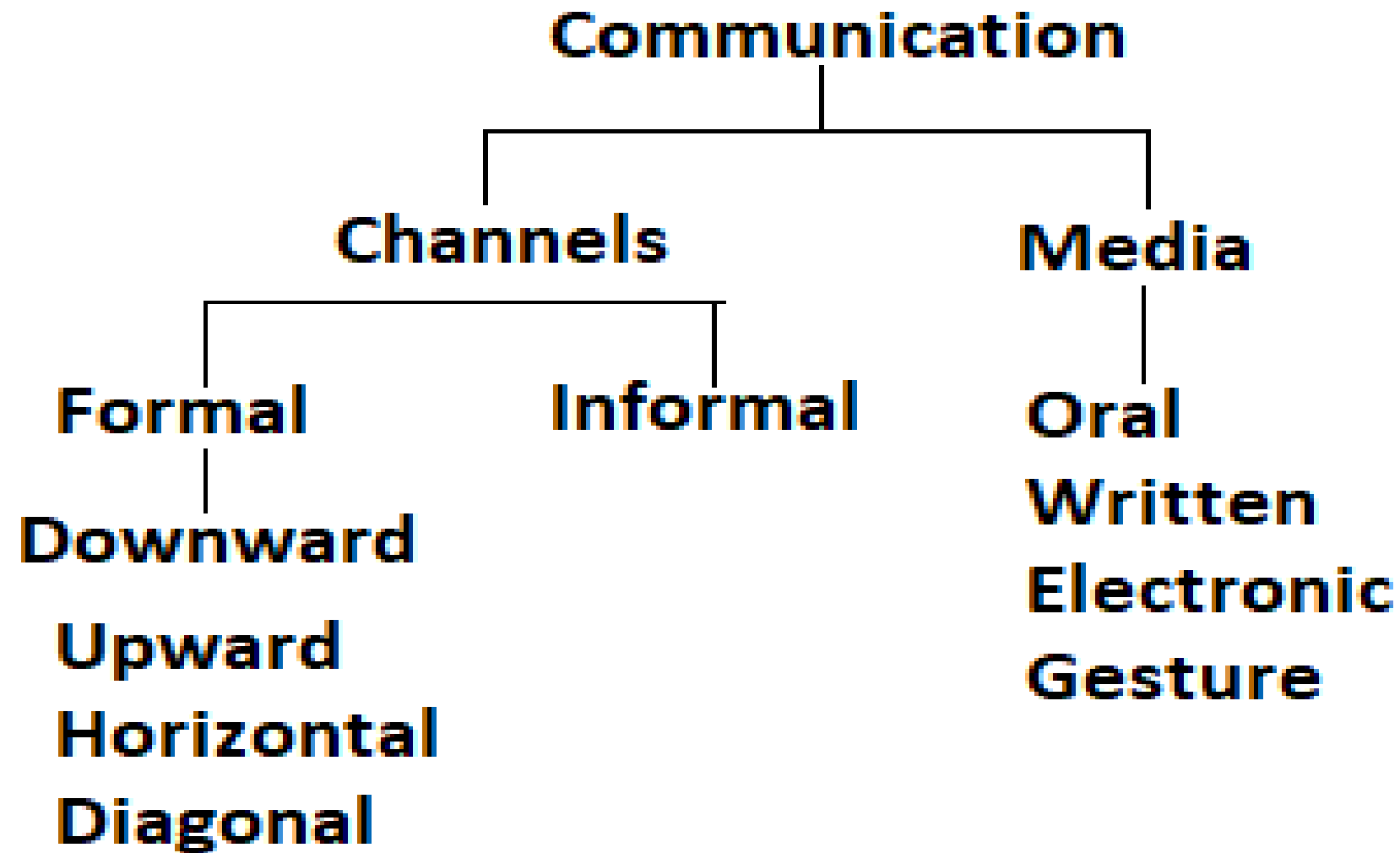
Communication is the process of sharing our ideas, thoughts, and feelings with other people and having those ideas, thoughts, and feelings understood by the people we are talking with.

When we communicate we speak, listen, and observe

CHARACTERISTICS

- Dynamic process
- Uses a channel
- For a communication to be effective it has to achieve the desired consequences as intended by the communicator.





| Basis | Formal Communication | Informal Communication |
|---------------------------|---|--|
| <i>Origin</i> | Deliberately Structured | Spontaneous and Unstructured |
| <i>Nature</i> | Well Planned, Systematic and Authorized | Unplanned, unsystematic and unauthorized |
| <i>Flow</i> | Prescribed through chain of command | Unofficial channels not Prescribed |
| <i>Flexibility</i> | Rigid | Flexible |
| <i>Authority</i> | Official Channel | Unofficial |
| <i>Purpose</i> | To achieve Business Objectives | To satisfy personal needs |
| <i>Speed</i> | Time taking | Fast |
| <i>Accuracy</i> | Accurate, Legal and Authentic | Often Distorted, may be Rumors and Gossips |
| <i>Form</i> | Oral and Written | Usually Oral |
| <i>Source</i> | Can be traced | Cannot be traced |

VERTICAL COMMUNICATION

Orders and instructions issued by managers to subordinate and performance reports sent by subordinates to the managers are typical examples of vertical communication. It may be sub-divided into:

- i. Downward Communication : Communication which flows from higher-level managers to others in lower-level positions is generally known as downward communication. It also includes directives and messages which are issued by top management and are transmitted down the hierarchy through intermediate levels of management to employees at the lower levels. Such communications may consist of verbal messages conveying orders, policies, procedures, or written matter conveyed through notices, circulars, memoranda, bulletins, handbooks etc.
- ii. Upward Communication : This type of communication flows from lower level managers and employees to those in higher level positions. The upward channels of communication not only enable higher level managers to get valuable information but also opinions and suggestions from lower levels at the time of making decisions on plans and policies. The opportunity of upward communication encourages people to transmit their complaints and grievances to superiors, draw the attention of managers to problems and make proposals for improving the efficiency of work performance in the organisation. .

HORIZONTAL COMMUNICATION

Communication that takes place directly between two persons having equal ranks in the managerial hierarchy or between two subordinates ' under the same manager is called horizontal communication or lateral communication. Thus, horizontal communication consists of interaction between people in the same or different departments. This facilitates coordination of activities which are interdependent.

For example, coordination of production and sales activities requires continuous exchange of information between the respective managers of the two departments. The same is true of factory manager and repairs and maintenance manager.



DIAGONAL COMMUNICATION

This type of communication implies exchange of information between persons who are in positions at different levels of the hierarchy and also in different departments. This type of communication does not take place except under special circumstances: For example, the Cost Accountant placed in the Accounts Department may want reports from the sales representatives for the purpose of distribution cost analysis. These reports may be sent directly to the Cost Accountant, instead of being sent to the sales manager. However, formal communications are normally expected to be routed through the manager who is in-charge of the department from which the communication is made.

Grape Vine Communication System

- Informal communication is the kind of information shared without any formally imposed obligations or restrictions
- Grapevine is an informal channel of business communication. It is called so because it stretches throughout the organization in all directions irrespective of the authority levels.
- An organization's informal channels of communication, based mainly on friendship or acquaintance

Types of Grapevine

1. **Single Strand Chain:** In this type of chain 'A' tells something to 'B' who tells it so 'C' and so on it goes down the line. This chain is the least accurate in passing on the information.



Fig. 2.5: Single Strand

2. **Gossip Chain:** In this person speaks out and tells everyone the information he or she has obtained. This chain is often used when information or a message regarding an interesting but 'non-job-related' nature is being conveyed.

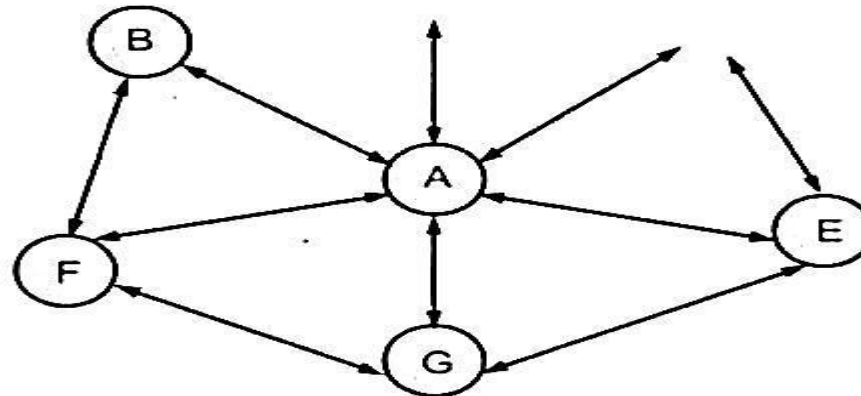


Fig. 2.6: Gossip Chain

3. **Cluster Chain:** In this type of chain 'A' tells something to a few selected individuals and others also relay the information selectively.

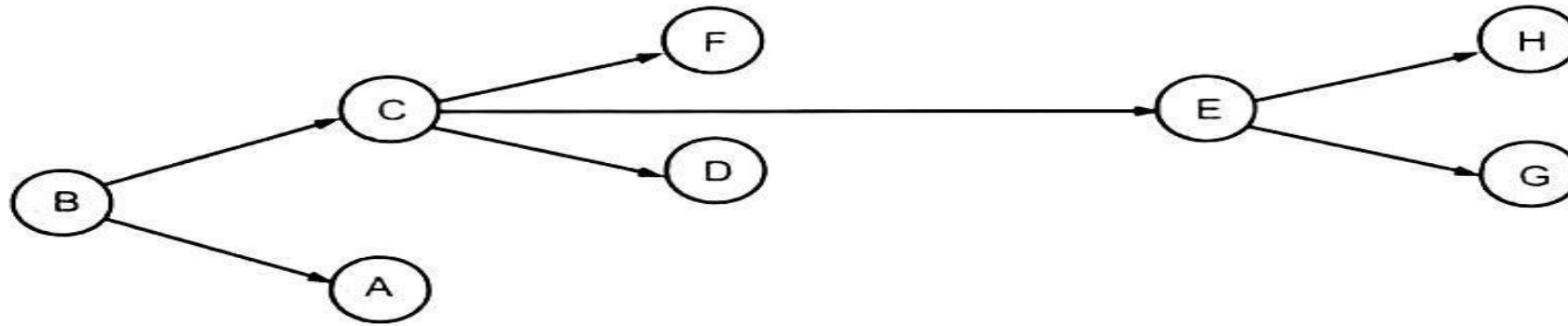


Fig. 2.7: Cluster Chain

4. **Probability Chain:** In this type of chain individuals are indifferent to, or not really interested in the persons to whom they are passing some information. They just tell at random, and those people in turn tell others at random. This chain is found when the information is somewhat interesting but not really significant.

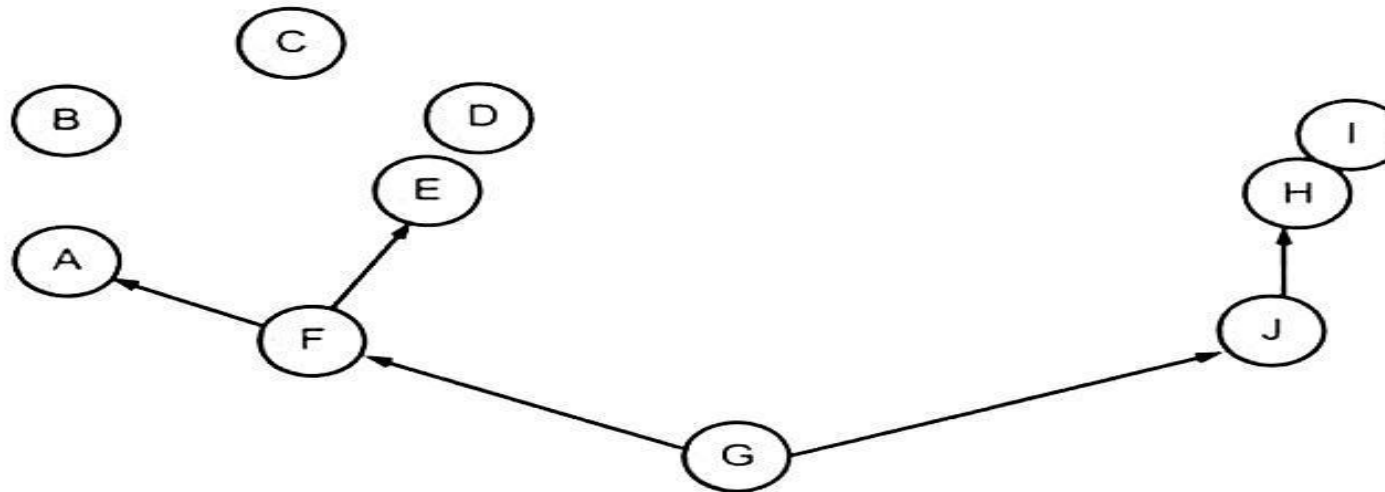


Fig. 2.8: Probability chain



MODELS OF COMMUNICATION



1. LINEAR MODEL



KEY FEATURES

- One way communication
- Used for mass communication
- Senders send message and receivers only receive
- No feedback
- Concept of noise

PROS

- Good at audience persuasion and propaganda setting
- Intentional results

CONS

- Communication is not continuous as no concept of feedback
- No way to know if communication was effective

2. TRANSACTIONAL MODEL



KEY FEATURES

- Used for interpersonal communication
- Senders and receivers interchange roles
- Simultaneous feedback
- Context of environment and noise
- Feedback is taken as a new message

PROS

- Simultaneous and instant feedback
- No discrimination between sender and receiver

CONS

- Encourages non-verbal communication
- More noise due to communicators talking at the same time

3. INTERACTIONAL MODEL



KEY FEATURES

- Used for new communications like internet
- Slower feedbacks in turns
- Concept of field of experience
- Known as convergence model
- Communication becomes linear if receiver does not respond

PROS

- Feedback even in mass communication
- New communication channels

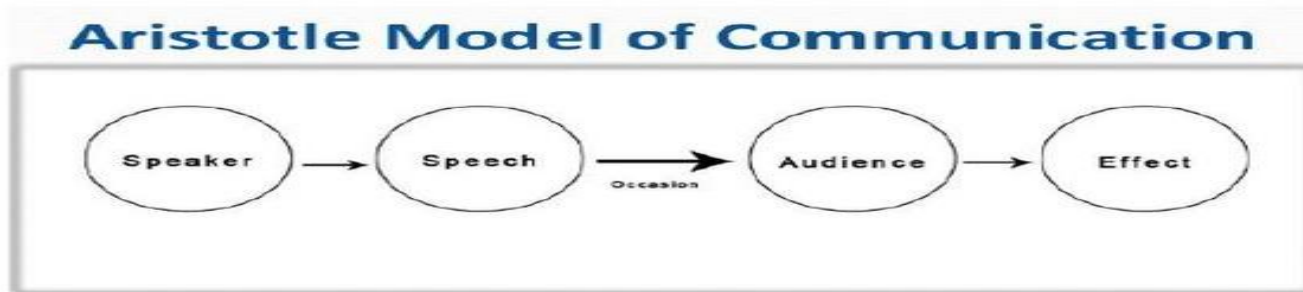
CONS

- Feedback can take a very long time
- Sender and receiver might not know who the other person is

Aristotle's Model of Communication

Aristotle(384-322 B.C) was a Greek philosopher and writer born in Stagira, Northern Greece. He was also the teacher of Alexander the Great. He studied physics, logic, mathematics, etc.

While exploring the human nature scientifically, Aristotle developed a linear model of communication for oral communication known as Aristotle's Model of Communication. This is considered as the first model of communication and was proposed before 300 B.C. It is also the is most widely accepted among all communication models.



Aristotle Model is mainly focused on speaker and speech. It can be broadly divided into 5 primary elements: Speaker, Speech, Occasion, Audience and Effect.

The Aristotle's communication model is a speaker centered model as the speaker has the most important role in it and is the only one active. It is the speaker's role to deliver a speech to the audience. The role of the audience is passive, influenced by the speech. This makes the communication process one way, from speaker to receiver.

The speaker must organize the speech beforehand, according to the target audience and situation (occasion). The speech must be prepared so that the audience be persuaded or influenced from the speech.

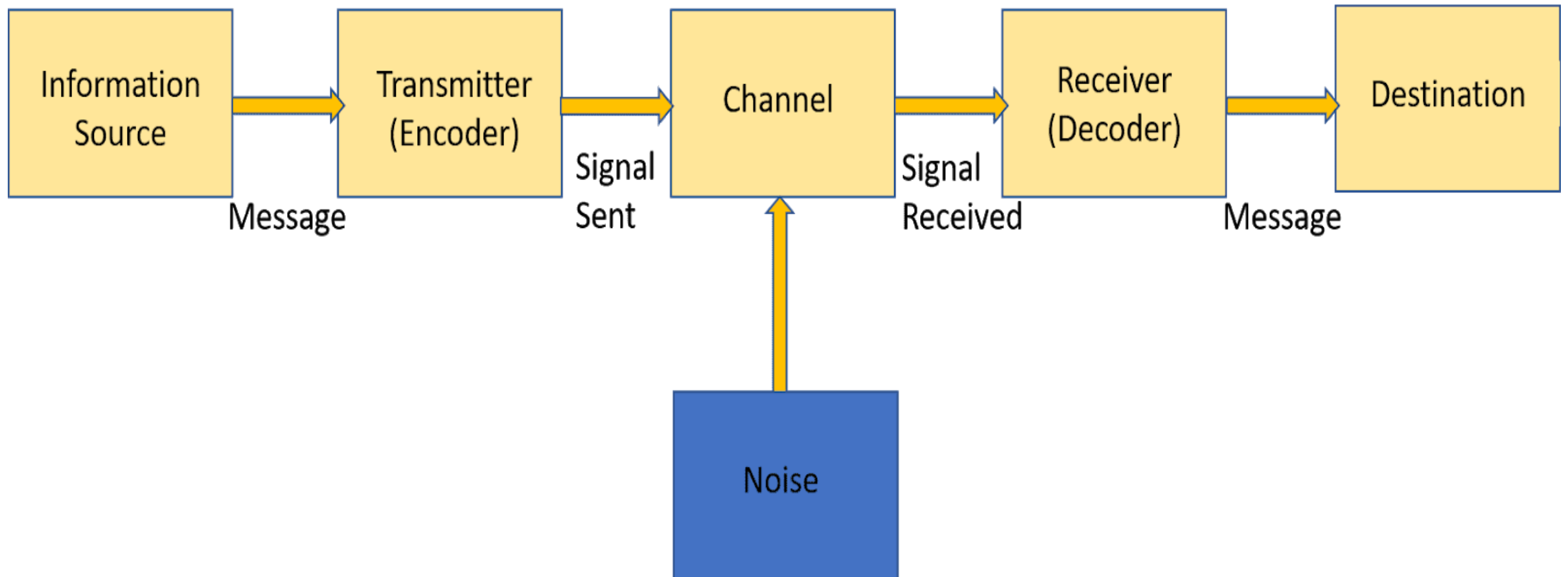
He believed "Rhetoric" is the study of communication and persuasion and different message or speech should be made for different audiences at different situations to get desired effects or to establish a propaganda. This model was highly used to develop public speaking skills and create a propaganda at that time so, it is less focused on intrapersonal or interpersonal communication.

The Lasswell Communication Model In A Nutshell

The Lasswell communication model is a linear framework for explaining the communication process through segmentation. Lasswell proposed media propaganda performs three social functions: surveillance, correlation, transmission. Lasswell believed the media could impact what viewers believed about the information presented.



SHANNON AND WEAVER MODEL OF COMMUNICATION



Shannon and Weaver Model Of Communication

Concepts in Shannon Weaver Model

Sender (Information source) – Sender is the person who makes the message, chooses the channel and sends the message.

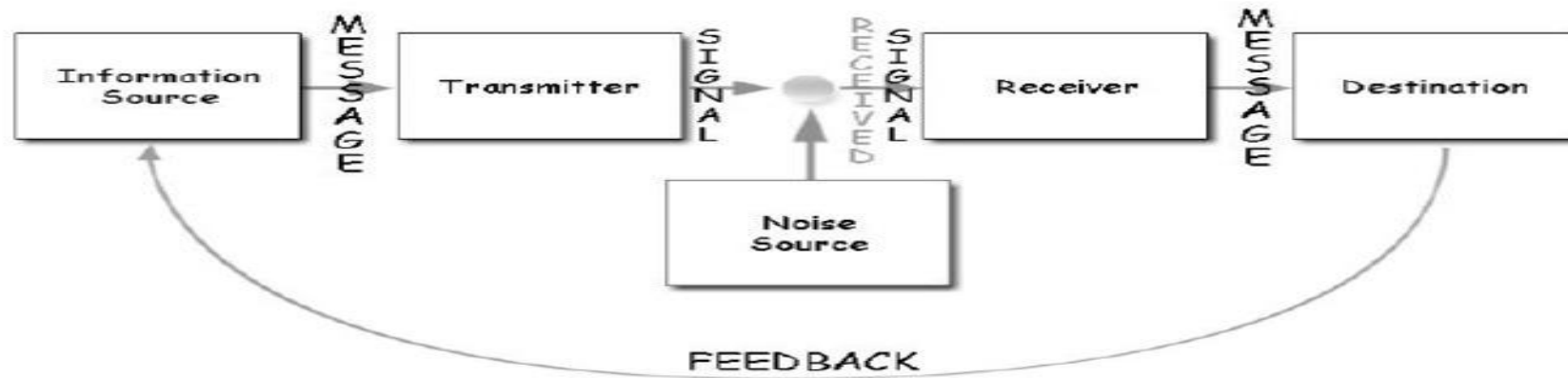
Encoder (Transmitter) –Encoder is the sender who uses machine, which converts message into signals or binary data. It might also directly refer to the machine.

Channel –Channel is the medium used to send message.

Decoder (Receiver) – Decoder is the machine used to convert signals or binary data into message or the receiver who translates the message from signals.

Receiver (Destination) –Receiver is the person who gets the message or the place where the message must reach. The receiver provides feedback according to the message.

Noise –Noise is the physical disturbances like environment, people, etc. which does not let the message get to the receiver as what is sent.



Explanation of Shannon Weaver Model

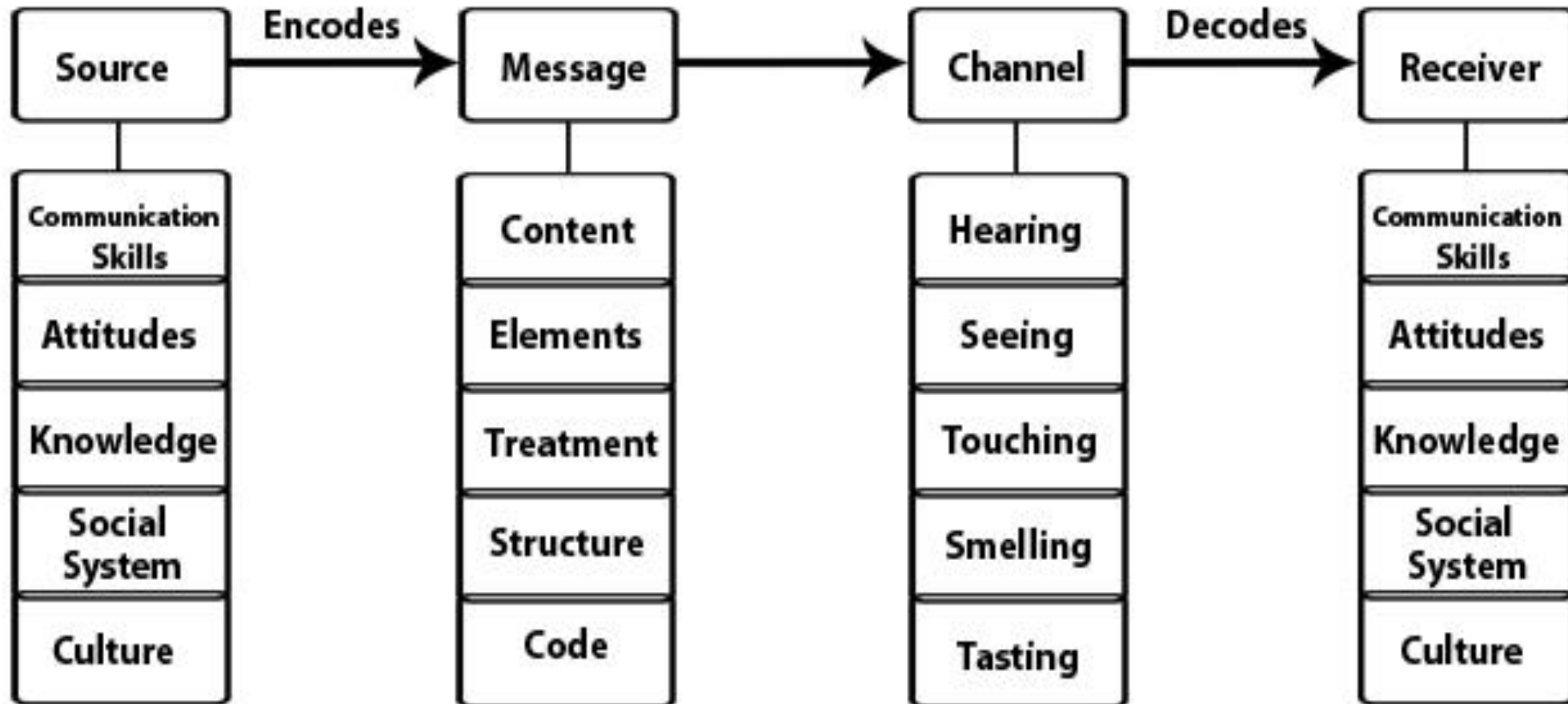
The sender encodes the message and sends it to the receiver through a technological channel like telephone and telegraph. The sender converts the message into codes understandable to the machine. The message is sent in codes through a medium.

The receiver has to decode the message before understanding it and interpreting it. The receptor machine can also act as a decoder in some cases. The channel can have noise and the receiver might not have the capacity to decode which might cause problems in communication process.

Criticisms of Shannon-Weaver Model

- It can be applied more for interpersonal communication than group communication and mass communication.
- Receiver plays the passive part in the communication process as sender plays the primary role that sends messages.
- Feedback is taken as less important in comparison to the messages sent by the sender.
- The model is taken by some critics as a "misleading misrepresentation of the nature of human communication" as human communication is not mathematical in nature.

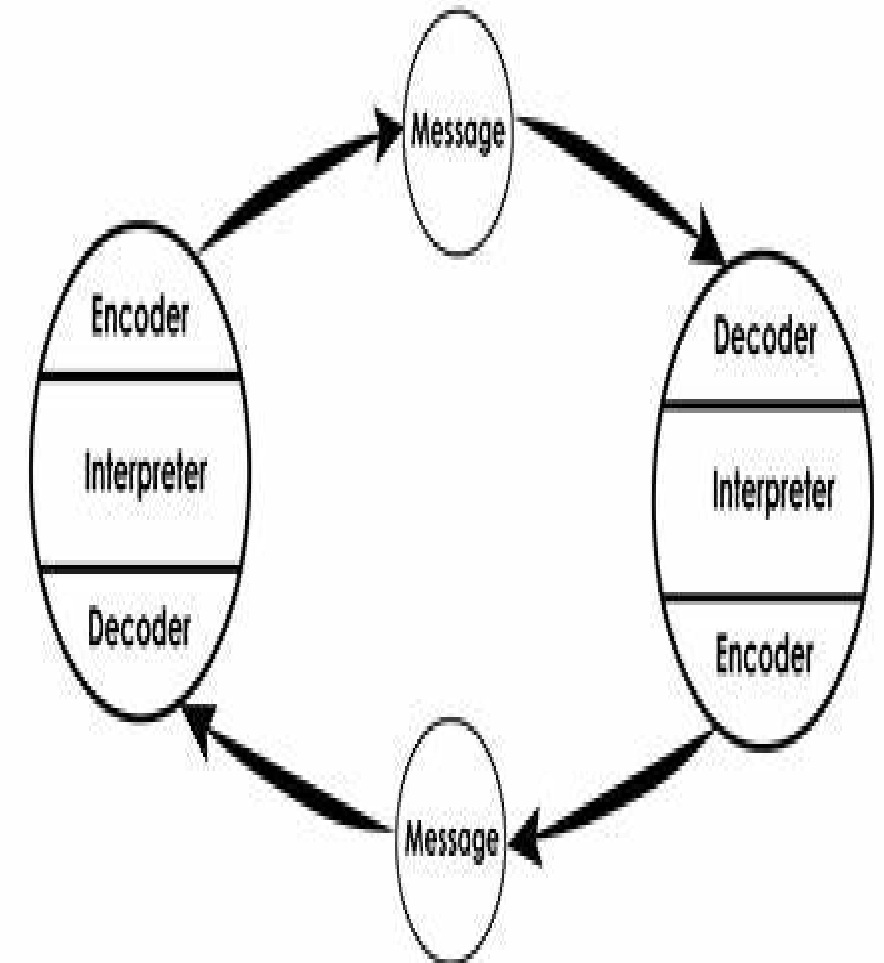
Berlos's SMCR Model of communication



CHARLES OSGOOD'S MODEL (1954)

Osgood in his model showed communication, as a dynamic process in which there is an interactive relationship between the source and the receiver of the message (M). An individual engaged in the communication process sends as well as receives messages and as such encodes, decodes and interprets messages through a number of feedback mechanisms. Osgood stressed the social nature of communication. This model was found more applicable in interpersonal communication in which the source and receiver were physically present.

For example when a teacher teaches, the learners interact by raising queries, answering questions, etc.

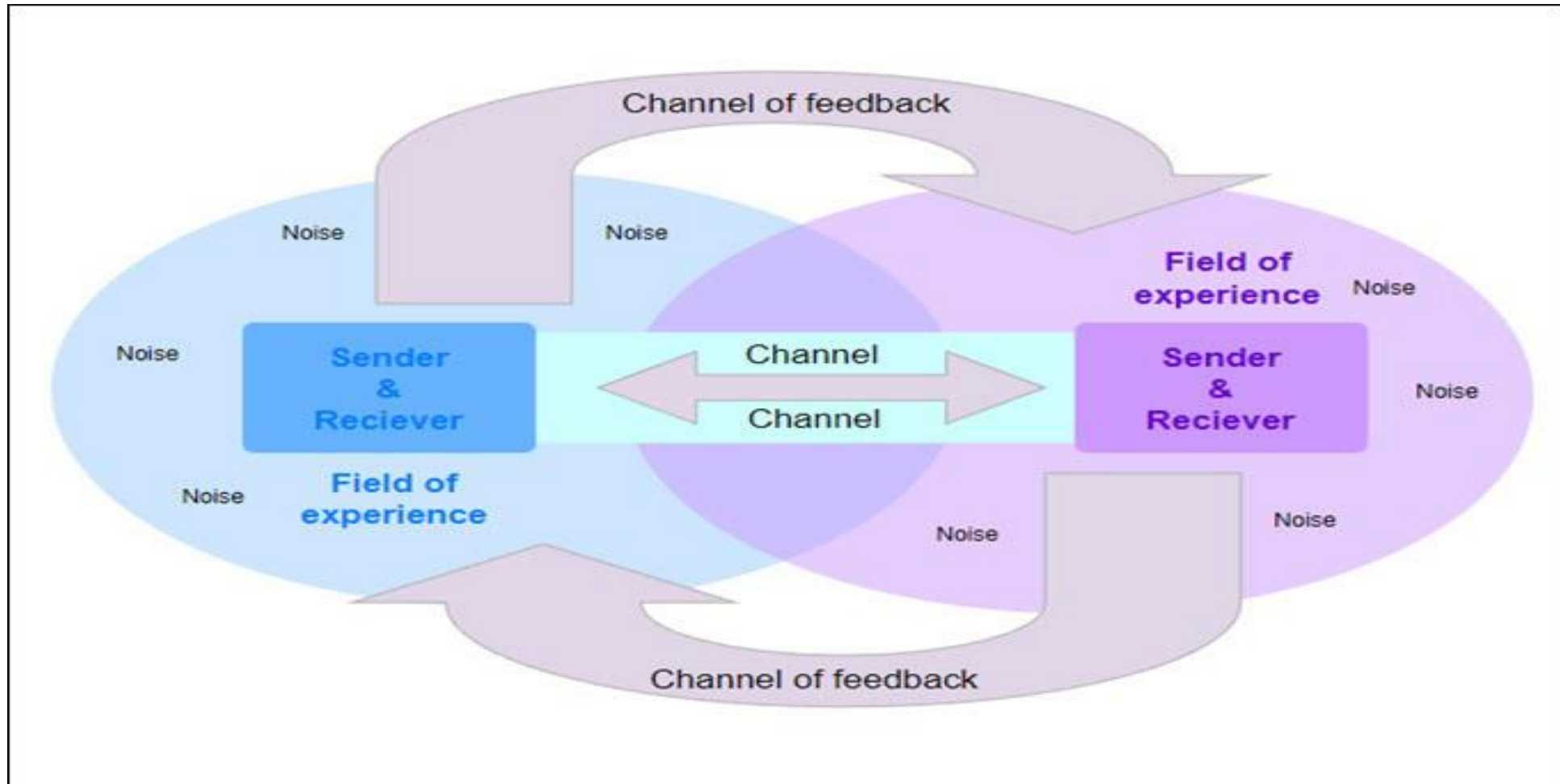


TRANSACTIONAL MODEL OF COMMUNICATION

- The transactional model, unlike the linear, recognizes that communication is a simultaneous process and therefore switched both the terms “sender” and “receiver” to “communicator.”
- It also adds “environment,” which embraces not only physical location, but also personal experiences and cultural backgrounds.

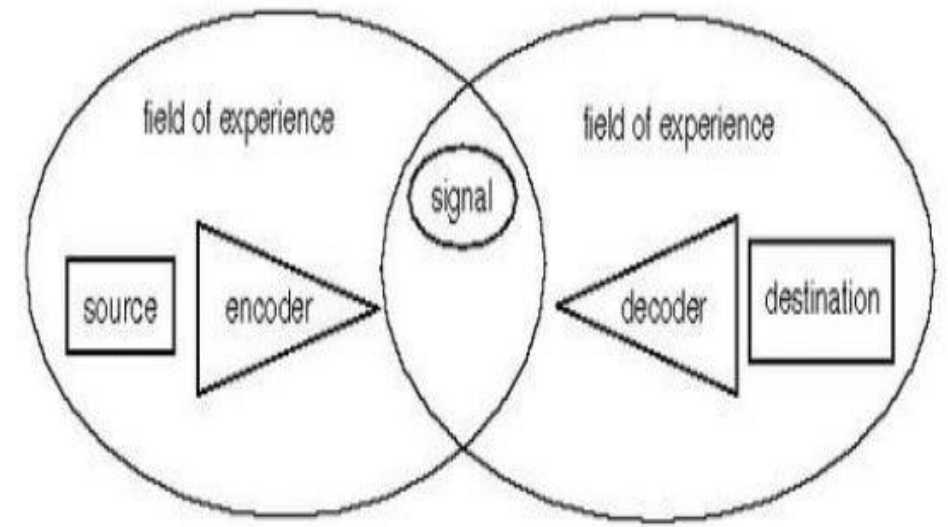


TRANSACTIONAL MODEL OF COMMUNICATION



SCHRAMM MODEL

Schramm visualized the process of communication as a process of sharing of experience and commonality of experience of those communicating. It introduced the concept of shared orientation between sender and receiver. The circles in this model indicate the accumulated experience of two individuals engaged in communication. The source can encode and the destination can decode in terms of the experience. Communication becomes easy as both the participants have a common field of experience.



Schramm's Model of Communication

SCHRAMM MODEL

He also included the idea of feedback by expressing that communication is reciprocal, two-way, even though the feedback may be delayed. The weakness of this model is that it is a less linear model, but it still holds good for bilateral communication. The complex, multiple levels of communication among several sources that may take place simultaneously, say in a group discussion, is not accounted for.

TRANSACTIONAL MODEL

Criticisms of Transactional Model

Without verbal response, the sender can not be sure that the receiver got the message as intended. Feedback is an important component in the communication process, especially in interpersonal communication as it gives a space to clarify misunderstandings.

The transactional model gives the opportunity for a lot of noise because the communication is simultaneous. For example, when many people are talking at the same time in a meeting, the objective of the meeting will not be fulfilled.

Interactive Model

Interactive model (also known as convergence model) deals with exchange of ideas and messages taking place both ways from sender to receiver and vice-versa.

The communication process take place between humans or machines in both verbal or non-verbal way. This is a relatively new model of communication for new technologies like web.

COMMUNICATIONS STRATEGY

Communications Standards & Resources



EFFECTIVE COMMUNICATION

Barriers to Effective Communication



HOW TO MAKE COMMUNICATION EFFECTIVE

- **Regulating the flow of communications:** Planning communication should involve determining the priority of messages to be communicated so that managers may concentrate on more important messages of high priority. Incoming communication should be edited and condensed, if possible, to reduce the chances of overlooking or ignoring important messages received.
- **Feedback:** Feedback may include the receiver's acceptance and understanding of the message, his action or behavioral response, and the result achieved. Two-way communication is thus considered to be more helpful in establishing mutual understanding than one-way communication.
- **Language of the message:** Use of appropriate language is essential for effective communication, While preparing the message, its sender must keep in view the climate, as well as the ability of receiver to interpret the message accurately. Vague expressions should be avoided. Experimental studies have shown that oral communication accompanied by its written version is more effective in bringing about the desired response.
- **Importance of listening carefully:** Listening to verbal messages carefully implies an active process. A listener has to be patient, mentally composed, and avoid distractions while receiving the message and seek clarification, if necessary. On the other hand, the sender of the message must also be prepared to listen to what the receiver has to say, and respond to his questions, if any.

HOW TO MAKE COMMUNICATION EFFECTIVE

- **Restraint over emotion:** Strong feelings and emotional stress on the part of either the sender or receiver of messages are serious handicaps in the communication process. To avoid any negative impact of emotion on the content of the message; the sender may defer the communication for sometime or consult to exercise restraint over his, psychological feelings to avoid misinterpreting the message and to be able to respond to it with a composed mind.
- **Non-verbal signals of compliance:** Verbal messages are generally accepted orally by the receiver. But whether action will follow the acceptance of the message is not certain. It is, therefore, suggested that in the case of verbal communication the sender should observe the action of the receiver to ascertain whether the actions are in conformity with the intent and understanding of the message.
- **Mutual trust and faith:** The best means of developing these among people in an organization are honesty of purpose and openness of the managers. Both managers and subordinates have to cooperate for the purpose so that individuals feel free to make suggestions and correct each other's views without misunderstanding.