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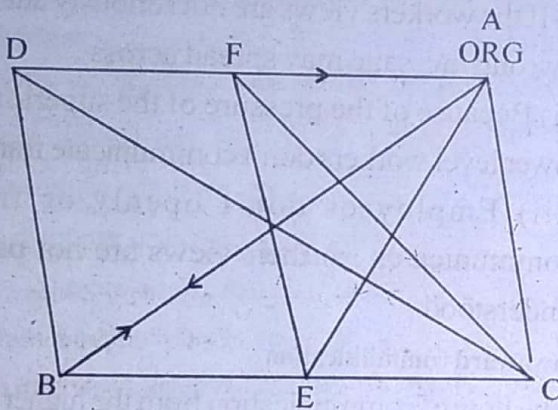
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- (i) Since it come from authorities , it is kind of binding to all workers.
- (ii) Workers are mostly doubtful about this communication
- (iii) Downward communication cannot cover all related topics.
- (iv) If the workers have doubt about it, they don't respond positively.

Q. 15: What is a diagonal communication ?

Ans.: When an organisation keeps in touch with other organisation or department, it works like a type of network. An organisation cannot function in an isolated manner. It has to send FAX, E-mail, do telephonic conversation and write official letter and business letters. Such communication are termed as diagonal communication.



3. EFFECTIVE COMMUNICATION

Q. 1: What do you mean by Effective Communication ?
What are its Principles ?

Ans.: Effective communication means the message which flows from the sender through a channel towards the receiver, should be productive. That means receiver should receive the proper message. Otherwise there will be a communication gap, and perhaps, we all know what kind of havoc it can play in one life. Main aim or purpose of communication is transmitting or sharing information. But it is easy to be said than done. This is because most of us are unaware about the barriers lurking in every nook and corner. So it should be the first priority to know the barriers and take measure to overcome them. Then only one can expect of an effective communication. If we are communicating through language then the words used should be simple; sentences should be lucid and short and the matter should be compact and precise. Or, if we consider any symbol or sign it should be taken from our day-to-day life. So that people do not find any difficulty to relate. To communicate in an effective way following basic principles of communication should be followed.

Communication must serve its purpose. It is therefore necessary for any organization to develop an appropriately suitable and efficient network of communication for this purpose the following basic principle of communication must be considered.

(a) Principle of clarity : Whenever an idea is to be communicated, one should give attention towards its clarity and precision. The idea should not be either confusing or vague. It should be easily understandable by people at all levels of organization. No communication is said to be complete and effective unless it is understood by the receiver in the same sense with which the sender conveys it.

(b) Principle of consistency : Whenever a person wishes to communicate certain message he must be consistent in his expression. It should be consistent with overall objectives, policies, programmes and

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procedures of the concern. There should not be any difference between his statement and its execution. The communicator must always try to take his subordinates into confidence and encourage them to follow his plans of action.

(c) Principle of completeness and adequacy : Whatever to be communicated should be adequate and complete in all respects. Insufficient or inadequate statement of communication may create misunderstandings in the mind of the receiver resulting in delays. Consequently, original plans may not be successfully executed in action. The adequacy of the information also depends upon the power of understanding of the receiver of the message.

(d) Principles of information : In the beginning the sender of the message must have perfect clarity in his own mind about what is to be communicated. Where there is proper understanding there is effective communication. Communication is a systematic and continuous process of telling, listening and understanding. The communicator as well as receiver should sincerely participate in the process of communication. There should be a perfect understanding between both the parties, i.e., receiver as well sender of the communication.

(e) Principle of channel or media adaptation : There should be appropriate channel of communication. The choice of any communication channel depends upon the content or matter of the message to be conveyed. For example, whenever the messages are lengthy, (writing, channel is suitable as it suits the simple purpose. In general, simple message are conveyed through oral communication.

(f) Principle of appropriate time element : the sender of the message must take into consideration of element of time factor while conveying the message. Unsuitable time of communication may result in failure of achieving the expected results. The system of communication should be continuous. Honest efforts on the part of receiver and sender are essential to make the communication successful.

(g) Principle of Integration : In any organization, it is necessary to prepare an integrated system of communication so that the enterprises can achieve its goals. Members of management groups must give due

importance to keep intact the communication frame upward or downward. Communication in an organization functions almost like blood vessels send arteries. As it is a means to end, it should be free from any personal prejudices. It should not be offensive in its content but should convey the sense of adopting definitely cooperative in its content but should convey the sense of adopting definitely cooperative principle of give and take.

(h) Principle of flexibility : Any organization, no matter how high or small it is should have a perfect system of communication. It should be flexible so as to suit the changing requirements of the organization. It should also be able to quickly and aptly adjust to the new working techniques as well as new communication systems or methods without much resistance of difficulties.

(i) Principle of informality : Management of any organization should see that the communication at all levels is maintained by supporting formal communication with informal contacts. The communication becomes most effective when managers utilize the informal organization to supplement the communication channels to the formal organization.

(j) Principles of feedback : Communication is not a substitute for good management but it requires good management to operate it effectively and efficiently. Communication is a two of (the message leading to the emergence of creative ideas. The communicator must create such atmosphere in the organization that while conveying certain message or orders they must depict a correct picture of message and get proper response, from the receiver. The organization must create such feelings in the minds of its subordinates that they feel free to contribute to the work of the organization. When the communicators respond with proper feedback system, it may lead to the speedy progress of the organization. Hence, it is very important that the management should adopt and encourage such system of communication that there prevails free and franc atmosphere in the company leading to constant flow of information in all directions.

Q.2 How to overcome the barrier Communication ?

Or

What are the different technique of overcoming communication barriers ? Discuss.

Ans. : Communication is essential for human survival and success, but loses its effectiveness if blocked in any way. High levels of emotion, misunderstanding, background noise, offensive or over-complicated speech and closed-mindedness are just some of the barriers that can crop up to prevent successful communication. If you're having trouble understanding or being understood, employ a few simple techniques to keep the path to communication clear.

Getting everyone on the same page is integral to overcoming communication barriers. In an office setting, hold meetings that explain the company's mission and purpose, as well as how everyone's role contributes to fulfilling that purpose. Consequently, each employee will understand she is working toward the same goal and can communicate with that goal in mind. In relationships and family situations, agree with your relatives that your purpose in communicating with each other is always love, support and unity. When arguments ensue, you'll understand that although your points of view differ, you're coming from the same place.

Speak Simply: Language is a common communication barrier. When upset, people can fall toward one of two extremes: either their emotions influence them to resort to cursing and name calling, or they use words you need a college-level dictionary to understand. Remember the goal is communication, not verbal defeat. You can't win with your words alone, only with the compromise they imply. Keep your language simple (and clean) enough for a third-grader's ears; that way you're not alienating or offending anyone.

Use active listening to overcome communication barriers by remaining present while the other person is speaking. This means using supportive body language; don't tap your feet, shake your head, cross your arms, roll your eyes or any other gesture to insinuate you disagree or have better things to do. Nod your head while listening and make direct eye contact. Shut off your inner dialogue so you aren't listening to your own thoughts instead of their words. Listen rather than creating a rebuttal in your mind. When the person is finished speaking, sum up what they've said to eliminate further misunderstanding. If you feel the person you're speaking to isn't listening, politely say, "How did you interpret what I just said? What did it mean to you?"

Open Up: Communication barriers will persist if you or the person you're speaking to keeps a closed mind. Open up your mind to the possibility that you're wrong,

or that a compromise is possible (or even beneficial), or that you're missing something. You'll miss a solution that's staring you in the face if you're stuck on your own point of view.

Keep it Quiet: Background noise can cause communication barriers. If you're shouting to be heard over a television or radio, the person you're speaking to might think you're yelling because you're angry. The same goes for the office if you're raising your voice over co-worker's conversations or the hum of computers. Have discussions in quiet spaces where there's no distraction from what's being said.

Be Cool: To overcome communication barriers, keep your emotions in check. Holding a conversation while you're visibly upset could easily lead to yelling, blaming, name calling and other tactics that undermine resolution. If you need to, take a break and cool off before the discussion to help create a positive outcome.

Q.2(a) What do you mean by Barriers of Communication ? What are its types explain each one of them ?

Ans. : Communication is a complex interactive process, involving assumption and unspoken agreement between persons. There are frequent errors and misunderstandings in the process of communication. Due to faulty communication a large number of managerial problems arise. Poorly transmitted messages may lead to misunderstanding and frictions, which may have an adverse effect on the morale of subordinates. There are various obstacles or difficulties that come in the way of communication. They are termed as the barriers of communication. They may be physical, mechanical, psychological, cultural or linguistic in nature.

Types of Barriers :-

- (i) External or Mechanical barrier
- (ii) Physical barrier
- (iii) Semantic barrier
- (iv) Linguistic and cultural

EXTERNAL OR MECHANICAL BARRIER: There are always certain defects in the devices used for communication, they are taken as external barriers not within the control of either receiver or sender of the message.

They are as follows :-

- (i) Increase in difficulty in reception

- (ii) Defects in reaching certain elements of the message to its destination.
- (iii) The absence of communication
- (iv) Disturbances interfering the fidelity of transmission.
- (v) A defective telephone.
- (vi) Cross talks often heard over an intercom link.
- (vii) In case of 'Mass communication', failure of loudspeakers, disturbances etc. which are mechanical in nature.
- (viii) Disturbances on the radio, spread ink in the newspaper, rolling of picture on T.V. etc. can be taken as barriers of communication.
- (ix) There are environment sounds like traffic noise, other conversations, doors and window banging etc.

PHYSICAL BARRIERS : In case of physical barriers, there are four main distractions.

(i) **The competing stimulus :** In this case the disturbances may be in the form of another conversation going on within the hearing distance, loud music, traffic noise etc.

(ii) **Environmental stress :** in this case the factors like humidity, poor ventilation, strong glare etc. may disturb the smooth communication.

(iii) **Subjective stress :** Sleeplessness, ill health, mood variation etc. disturb listening and interpreting.

(iv) **Ignorance about the Medium :** The use of medium with which the Receiver is not familiar, may become a barrier in understanding. For example inability to read maps, graph chart etc.

Message sender's limitations : Following are the sender's limitations

- (i) The sender of the message may not be able to put his message in a proper language or may be using confusing language.
- (ii) He may be providing unnecessary details without any logical order.
- (iii) The voice of the sender may grate on listener's ears.
- (iv) The sender may be lacking in the art of composition of sentences. He may, therefore confuse the receiver.
- (v) His choice of words and their arrangement may not be appropriate and easy to understand.
- (vi) The writing may be misinterpreted.
- (vii) There may be too much of information in a single visual.
- (viii) The design of the matter may not be simple and easy to understand.
- (ix) The written material might not be properly arranged.

Message Receiver's Limitations : Following are the message receiver's limitations.

- (i) The receiver may be inattentive.
- (ii) The level of intelligence of receiver to understand and memorise the message may be inadequate.
- (iii) Listener's background and store of information may not be enough.
- (iv) Confusion may be caused abstract due to theoretical communication.
- (v) The listener's level of understanding, may not be sufficient to grasp the message.

PSYCHOLOGICAL BARRIERS : The frame of human mind through which one looks towards others differs from individual to individual. The feelings like fear, desire, hope, likes and dislikes, views, opinions are the attitudes formed because of social environment, education, family background, training and personnel experiences. Certain persons act in certain particular way. It is difficult to predict one's reaction because one might be influenced by different circumstances of communication.

Self image (self concept) : It means a person looks at himself or at the picture he has of himself. It is this image which makes the person always defend his point of view. We retain in our mind only that information which is pleasant, or liked by us or supports our ego, while we conveniently forget the information which is unpleasant, not to one's liking or humiliating. Following are the important points in respect of psychological barriers of communication

(i) There are certain assumptions which become barriers in communication. The speaker feels that he need not elaborate or explain certain points.

(ii) In certain cases, for example, an Engineer takes it for granted that workers understand various technical terms he uses. It may be wrong assumption.

(iii) Many times, we use phrases like "It is well known" or "Its goes without saying". These and such others may be wrongly presumed statements.

(iv) Some people have attitude of 'allness', that is the tendency of generalization. For example, someone may make a statement that 'Businessmen' lack manner's. It is nothing but prejudice against a particular group.

(v) Sometimes, we interpret messages in terms of our own frame of references. In that case, our judgment acts as a barrier in accepting the facts.

(vi) A listener or reader quickly or prematurely responds to the message may be because one is hot tempered. Such reactions are called as 'snap reactions'. They may prove to be barriers in communication.

(vii) **Tendency to Evaluate** : The main barrier in case of interpersonal communication is our natural tendency to judge, to evaluate, disapprove the statements of others.

(viii) **Group identification** : Opinions are formed due to the influence of the various factors such as a group, neighbours, colleagues, locality city, religion, economic background etc. to which one belongs. For example, a person participating in strike because he feels that the idea of a group is more important, therefore not willing to accept any communication contrary to the interests of his group.

(ix) **Self Image** : A self-image is created over years and it is difficult to accept any idea which goes against it. Suppose someone feels himself to be efficient in performing his job and becomes an officer. As an officer he is required to control his subordinates and get work done rather than doing it himself. Here he fails. To accept this shortfall is almost insulting. It may become barrier in communication.

(x) **Status Block** : A person may develop the feeling that he know everything about running a business. He is not easily ready to accept the contention that his subordinates can also be having useful idea to contribute in the success of business. Several times, their useful ideas may go unheard merely because of the distance in their social status. It may be difficult barrier which both may be unable to overcome. Such barrier can be overcome only by adopting an "open door policy".

(xi) **Closed Mind** : Intellectual background, narrow interest, failure in understanding human nature, may become barriers to receive communication with sympathy. Example is to receive complaints and grievances in the organization. Counseling can help to overcome this difficulty.

(xii) **Poor communication skill** : Inefficiency in writing and speaking prevents the speaker in encoding his ideas properly and to attract listeners properly. This skill can be improved upon by suitable training. Poor reading habits and faulty listening are psychological

shortcomings. In case of oral communication, unfamiliar pronunciation, nervousness in facing audience may become a major barrier in communication.

(xiii) **State of health** : State of health can also become a barrier in communication. A person with ill health gets his ability to communicate reduced due to lack of energy and may, therefore, refuse to communicate. Reciprocally, receiver may not properly respond.

SEMANTIC BARRIERS : The importance means of communication is language and it must be used properly. Words having different shades of meaning and pronunciations should be used very carefully. For example, a word "Record" can be used as a verb as well as a noun with a difference in stress but without any difference either in pronouncing or in spelling. The words like 'site, cite, sight' can cause misunderstanding in speaking. In certain cases, technical terms may not be understood particularly those who are not associated with the field. All such factors are covered then term semantic barriers.

CULTURAL BARRIERS : Any language is the expression of the thoughts, feelings and experiences in terms of cultural environment. The same language when used in different cultures, take different colours and conveys different meaning. Sometimes, we modify our language according to the person with whom we are speaking. There is a difference in the use of language for discussions, formal talks informal talks, etc. **Language influences behavior of individuals and groups.**

- (i) In certain cases, language itself becomes a barrier in communication.
- (ii) Words are mere symbols and frequently convey more than one meaning both in the minds of a sender and a receiver.
- (iii) Symbols represent subjective and objective meanings.
- (iv) Favourable and unfavourable arrangement of words depends upon the context in which it is used.
- (v) Communication difficulties arise when
 - (a) One does not express what one means
 - (b) One uses the language, idioms, phrases etc one does not mean for it.
 - (c) One speaks at a wrong moment.
 - (d) Words carry different meanings for different people.

Important barriers in communication can be summed up as follows

- (i) Lack of clarity and precision
- (ii) Semantic distortion
- (iii) Premature evaluation
- (iv) Inattention
- (v) Failure in communication
- (vi) Fear or resistance to change
- (vii) Distrust of communication

Q.3: *How can the effective messages be developed?*

Ans.: **DEVELOPING EFFECTIVE MESSAGE:** Man is a social animal and is constantly involved in the act of communication. Communication, as we have so far seen, is the process through which thoughts, ideas or feelings are transmitted from one end i.e., sender to another end i.e., receiver. The process of communication can be said to be complete when the sender gets feedback from the receiver and the feedback confirms the thoughts, idea or feelings he had transmitted. This process is not as simple as it appears. It involves numerous aspects about the sender of the message, form of the message, content of the message, media chosen for sending the message, the nature and quality of the receiver i.e., listener or reader, group of people, audience, their knowledge, understanding and so forth. The effectiveness of the communication can be assessed only after the above cycle is completed. It will thus be seen that the following aspects are important in developing effective messages:

- (i) purpose of communication
- (ii) knowledge about the audience
- (iii) structuring the message
- (iv) selecting the proper channel
- (v) avoiding barriers in communication
- (vi) facilitating feedback

Q.4: *What are the purpose of communication?*

Ans.: **Thinking about the purpose:** Once a thought, idea or feeling occurs in one's mind, one thinks of making it known to others. Depending upon the nature of thoughts, ideas or feelings, one has to decide himself whom to communicate it to. A person may be required to address his feeling to an individual. For example, if he has seen a movie or play, read a marvelous story or a novel, or experienced a unique instance on the road, he may feel that he should share his pleasure with his friend, brother or sister or family member. He will tell his feelings of pleasure in a different way to each one. Supposing a leader in the society has certain ideas about public welfare, he may like to address a gathering of a group of people to his staff know about the new factory rules, working of newly installed machinery, financial

benefits to the workers, etc. will see that the concerned in the company are informed about his thoughts, plans or ideas.

Q.5: *How does the machine important for communication?*

Ans.: **Knowing the audience:** The method to be adopted to communicate is decided by him according to the process of communication one must understand to whom one is to address, so that the success of one's message can be assured. If this not done, it is likely that a person's efforts or intention to give vent to his thoughts, feelings or ideas would become futile. It may lead to waste of time, energy and money of all concerned. To achieve success in sending any communication, one must carefully think of the audience he is concerned with. He should choose the correct audience for listening or receiving his communication.

Q.6: *How should we structure a message?*

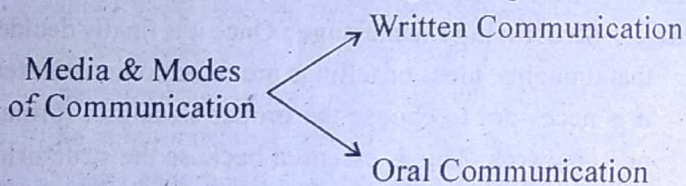
Ans.: **Structuring the message:** Once it is finally decided that thoughts, ideas or feelings are to be communicated, it is necessary to choose the proper structure, format or framework. This is essential because the structuring of the message decides the success of the communication. The message can be conveyed in oral or written form. Oral form takes the nature of face-to-face conversation, telephone or cell-phone talk, audio conferencing, dictation in a dictaphone, etc. These conversations should be clear, precise, appealing, courteous, mannerly and pleasant. If the conversation is appealing and convincing, it will have a positive outcome. Half the work is done if the conversation is successful. The other format is the written one, which includes such written formats as circulars, memorandum, notes, drafts, letters, reports, notices etc. These formats are more or less decided by conventional methods. The content of these documents has to be very clear, precise and understandable. Language used should be such as would not hurt the feelings of the reader. They should be in a simple style and in an organised manner. They should not be monotonous or boring. If so the reader may not feel interested in reading the message. A properly and clearly worded, brief, precise, to the point message, helps to create goodwill and does not create doubt or confusion in the mind of a reader. Such carefully drafted documents effectively influence readers. Success of any organisation and its image in the public depends upon the quality of correspondence.

Progressive companies believe in getting positive and favourable responses if they write in a personal and informal manner rather than in old fashion and depantic jargons.

Q. 7: *Why selecting proper channel is important ?*

Ans.: Selecting the proper channel : The basic object of communication is to make others know about the thoughts, ideas, and information one has in one's mind. Unless one chooses the proper channel of communication, the purpose of communication would not be served. Communication can take place by adopting different channels. It may be verbal i.e., oral or written.

Now-a-days electronics has brought revolution in information technology. There are many media which can easily pass on our message. Each one has its own merits and demerits in a given situation. Selecting a suitable medium of communication depends upon the nature and urgency of sending message.



Written communication is transmitted by mail, telegraph, telex, fax, E-mail, news papers, notice boards etc.

Q. 8: *How feedback is important ?*

Ans.: Facilitating feedback : Feedback can be taken as response from the receiver to the sender of the message. When the message reaches a person, the process of decoding starts. At that time, the sender expects that the

receiver of the message gives some kind of response. This response in the form of the receiver's reaction helps the sender to assess how much part of the message is understood by the receiver. The sender certainly wishes that the receiver fully responds in the desired way. It is possible to know only by the way of Feedback. It can be stated that feedback is the knowledge of the result of communication, which is essential for knowing or modifying further communication. Hence, provision should be made to facilitate the process of feedback so that the sender can adjust further communication without much difficulty.

Following are the important points which can be useful for facilitating the process of feedback :

1. There should be face to face conversation which can give immediate or continuous feedback.
2. Facial expressions of the receiver can provide immediate feedback to indicate whether the message is fully understood or not.
3. The speaker can modify his further communication according to the need of the feedback.
4. The speaker can change the ways and means by which the receiver can get the complete information.
5. In certain cases the speaker can ask certain questions to facilitate the feedback process.
6. The receiver should also be given an opportunity to get clarifications so that the feedback process can be easily accelerated.
7. In face to face contact, the speaker can influence the listener and can get the required feedback spontaneously.

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