

Communication Skills

Meaning & definition of communication

- Communication is a way to exchange our opinion, thoughts, feelings, ideas & Information b/w 2 or more person. It is derived from a Latin word communicatio which means to embody, to transmit or to participate.
- Keith Davis said, communication is the transfer of information and understanding from one person to another.
- Communication is the process by which information is transmitted b/w individual or organisation so that an understanding results. It is a bridge of meaning it involves a systematic process of telling, listening, understanding & responding.
- Communication is a process of interaction with the people and the environment. In organisation communication is a continuous process of giving & receiving information & it helps in building social relationships communication may be defined as interchange of ideas, information, feelings & emotions among 2 or more persons in a way that they share a common understanding about it.

Business communication = It includes all communication that manager needs to do in a business context. Effective business communication requires both an understanding of the business & a suitable style of communication.

Interpersonal & Intrapersonal communication

→ When we communicate within the organisation then it is Intrapersonal communication

→ When we communicate outside the organisation then it is Interpersonal communication

Nature / features / characteristics of communication

- Two way process → Continuous process / activity
- Sequential process → Dynamic process
- Persuasive process → Goal oriented
- Transfer meaning & understanding
- Human activity → Interdisciplinarity

(Q) Define Communication.

Ans In a very simple way communication means to exchange our opinion, thought, feeling, emotions, ideas, information & perception b/w 2 or more person. It is derived from a Latin word 'communicari' which means to participate, to impart

(Q) How to improve communication in an organization

Ans We can improve the communication in an organization by the following ways

- Provide private atmosphere • Strengthen connection
- Prioritize company culture • Plan external event
- Make the mission and vision clear
- Encourage information sharing.

Need for communication

- Size of the organization → Human relations
- Social relations → Increasing competition
- Information Technology → Growing Specialization
- Growing role of trade union
- Technological development
- Development of behavioural Sciences (Sociology, Anthropology, Psychology these are the parts of behavioural sciences)

Importance of communication

- It facilitates planning
- It helps in decision making
- It helps in improving relationships
- It helps in improving motivation & morale
- It is a means of co-ordination
- It acts as a basis of action
- It facilitates leadership
- It facilitates control
- Training & development
- It helps in performing managerial roles

Process of communication

The process of communication are as follows

→ Sender = Sender is anyone who convey an idea or concept to others and to seek information or to express a thought or emotions.

The functions of Sender are classifying the object, encoding the message, choosing the medium and sending the message.

→ Encoding = The Sender encodes the idea by selecting symbols with which he/she can compose a message. Encoding is the use of suitable verbal and the non verbal words for sending the message. Managers usually rely on gestures and other symbols for encoding.

→ Message = The message is what is conveyed by the Sender. It is the heart of communication. It may come in the form of ideas, facts, opinions, words

→ Medium/channel = It is used for conveying the encoded message to the receiver. The message is sent through a channel which is communication carrier. It may be face to face talk, telephonic communication, formal report, computer, radio

→ Receiver = The Receiver is the person who is supposed to receive the message. He may a listener, a reader, or may be a observer. The reader's function are attending to the message, interpreting & evaluating the message, storing recalling & reporting.

→ Decoding = The next step is for the receiver to attend the message. Decoding is the search for meaning of the message from the received information.

Decoding is the process by which receiver translates the message into the terms that are meaningful to the receiver. The chances of successfully decoding is greatly enhanced if the receiver knows the language & terminology used in the message.

→ Context = Communication takes place in an environment or context. It includes element such as the situation, the place, the time, circumstances of each communication and their relationships. The context influences both encoding & decoding.

→ Feedback = It is a response by the receiver to the sender's message. It takes place when receiver responds to the sender's communication with a return message. It helps the ~~receiver~~ sender determine whether the receiver correctly interpreted the message or not.

→ Noise = Noise is any interference with a message that hinders the sharing of meaning b/w the Sender and the receiver. These negative attitude, misperception allowed red eye, poor eye sight qualify as noise under standing tends to diminish as noise increase. Noise can be minimised by forcing & neutralising source of interference.

objective of communication

→ Information:- It contains two parts: Internal & external information

- Internal & External communication

⇒ Rules, regulation, market, product, services, culture, research, decision, vision, mission, goal These are the part of internal communication

⇒ Policies, rules, regulation, overall General Information over policies these are the part of Internal communication

→ Advices & Counselling → Suggestions

→ Order & Instructions:- Types of order are:-

- Written & oral order
- General & specific order
- Procedural & operational order
- Mandatory & discretionary order

⇒ Instruction is the type of the order in which we guide the employees.

→ Persuasion:- Identifying & analyzing the situation, delivering the message, Prompting action.

The art of persuasion :-

- Persuasion needs power.
- Don't impose yourself from the person being persuaded.

• Considered the open-mindedness

• bring yourself to the level of other person

→ Education & Training = Education is the conscious process of communication. It involves both teaching & learning. It widens knowledge and improves

skills. Education is carried out at 3 levels

- for Management (innovation, succession, planning)
- for employees (reorientation, direction)
- outside public (Manage of new product, various sales promotion schemes)

→ Motivation = It means the inner state which directs our channels behaviour towards certain goals setting up the right kind of justice & reward system & involving the employees participation & decision making can create a right kind of emotional environment.

→ Raising Morale = It represent mental health.

It sums up several qualities, confidence creating system that increases morale, strengthening open channel of communication controlling grape vine and taking measures to earn the trust of employees.

→ Warning = It is used as a corrective measures to warn is to inform a person of unpleasant consequences. Management notices the misbehaviour and notices to the concerned authority. It can be in a written form, memo, oral & soft warning. We can also called it as reprimand.

⇒ While issuing warning

- Some warnings are general
- Usually warnings are given to specific person
- Person should not expect the presence of others
- The calls of undesirable behavior should be investigated
- Aim of warning should be the betterment of org.

functions of communication

→ Information = The first function of communication is to provide information before providing or passing on information. One has to receive, collect or shift information from various sources both external & internal and through various media, verbal or non verbal body language or paralanguage, sign language or audio, video ads, books, journals, newspaper, advertisement & brochures. Thus information gathered is a vital importance to individuals & groups. It helps them to make decisions by identifying, analyzing & evaluating the data & considering alternative choices. In other words, a decision can be taken only when information is available. Education, Research & development depends on information that's why almost all people in business would whether entrepreneurs and managers organise & participate Seminars, Conferences & refresher courses. Advertisements, articles are another sources of information.

→ Control = The next very important function of communication is to control member's behaviour in several ways. Every organisation has an hierarchy & formal guidelines that the employees are supposed to follow. This very function also gives the employees their code of conduct. They have to follow the formal channel of hierarchy. Informal communication also

behaviour by talking informally in groups the workers lay down the norms to be followed.

→ Motivation = Communication fosters motivation by clarifying the employ what is to be done, how well they are doing and what can be done to improve performance. The formation of specific goals, feedback & progress towards the goals and reinforcement of desired behaviour, all stimulate motivation and require communication. If you are motivated to do something you are caused to feel determined to achieve something and willing to work hard in order to succeed.

→ Emotional expression & Interdependence = The work group is a primary source for social interact the communication that takes place within the group is of vital important in the sense it gives them the best opportunities to share their frustration as well as feelings of satisfaction. In this way it provides them a realise for the feelings and that is the fulfilment of an important social need.

(Q) Write a short note on Emotional Intelligen (EI)
 sol: every organisation is social entity. The no. of Groups / organisation are human who have so much to share, gather or pass on.
 The content of communication is not just objective ideas but also feelings, attitude and interpretation

(Q) Discuss motivation as a function of communication
Give examples.

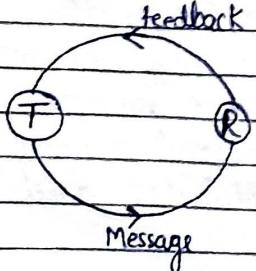
Continuation of and 1.

Emotional Intelligence is to do with how well we manage our own inner life and get along with people, mainly it is concerned with self-awareness, the ability to manage one's own and other people's self-motivation and empathy. These characteristics or qualities enable us to climb higher in the corporate rank than colleagues having superior IQ.

ANS-2) Motivation is an important function of communication because managers need to motivate their employees daily in order to get results. All managers have been trained to show appreciation to their subordinates for a job well done. If you are motivated to do something you are caused to do something you are caused to feel determined to achieve something in order to work hard to succeed in life.

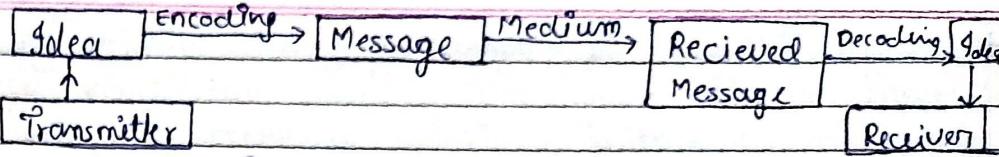
For example, the manager can award points to each subordinate as a reward.

Effective communication:

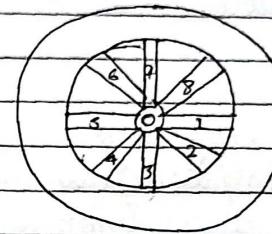


This is two way communication

T= Transmitter, R= Receiver



This is one way communication



⇒ Organisational functioning is facilitated by

- 1) Quicker problem solving
- 2) Stronger decision making
- 3) ^{Smooth} work flow
- 4) Enhanced professional image of the company

- ⇒ Business is promoted with
- 5) clear promotional material
 - 6) stronger business relation
 - 7) improve stakeholder response
 - 8) increase productivity

Guidelines of effective communication

→ Clarity of purpose = The message to be delivered must be clear in the mind of sender. The person to whom it is targeted and the aim of the message should be clear in the mind of the sender.

→ Shared Activity = The theory of shared activity was the result of this study and includes questioning, listening, explaining, advocating, verifying, understanding and negotiating roles to achieve the outcome of mutual understanding of the child's plan of care.

- Common set of symbols
- focus on the needs of the receiver
- Use feedback → Active Listening
- Controlling emotions → Politeness/ courtesy
- Eliminate noise → clarify assumption
- avoiding ambiguities, connotation & denotations
- sociopsychological aspects
- Completeness → conciseness
- Proper use of body language

(Q) Right encoding as well as right decoding is the key to access to communication process. You have to justify this statement with help of example.

Ans The encoder is the person who sends the message. It is very imp. how a message will be encoded. It partially depends on the purpose of the message. If the encoder encodes the message wrongly the decoder will not get the actual meaning of the message due to which he will not decode the message correctly.

The decoder is the person who decodes the message. If the decoder decodes the message in a wrong way then the actual meaning of the message will change and it might cause misunderstanding b/w the sender & the receiver.

without the right encoding & decoding the communication can't take place. So we can say that encoding & decoding play a very important role in the communication process & it is a key to access to communication process.

7C's of effective communication

- Completeness = Provide all the necessary information
 - You have to answer all the 5W's, answering the 5W's helps the messages clear
 - 5W's are as follows - who, what, where, when, why, how
 - Answer all the asked questions.
 - Give something extra when desirable.
- Conciseness = • Eliminate wordy expressions
 - Include only relevant material
 - avoid unnecessary repetition.
- Consideration = never disrespect receiver
 - focus on 'You' instead of I & we
 - show audience benefit or interest in the receiver
 - emphasise positive, pleasant aspects.
- Correctness = • use specific facts & figures
 - Put actions in your work (it'll make sentence more specific, concise)
 - choose vivid, image building words.
- Clarity = • choose precise, concrete & familiar words
 - construct effective sentence & paragraphs (length, unity, coherence, emphasis)
- Courtesy = • Be sincere, tactful, thoughtful & appreciative

- Use expression that shows ~~more~~ respect.
- choose non discriminating expressions
- correctness = • use the right level of language
- check accuracy of figures, facts & words
- Maintain acceptable writing mechanics (word processing, design, appearance, grammar check)

Group Discussion (GD)

Group Discussion is the most popular form of personality assessment test used for selection of candidates & executives for managerial appointment, training, award of scholarships, admission to PG or specialized courses. It is also a tool used in Group problem solving for marketing research, Idea Generation

⇒ Types of GD - Mainly there are 3 types of GD

- Issue based GD
- Creative / abstract GD
- Cases
- Role play

⇒ Skills required in GD:-

- | | |
|-------------------------------------|--------------------------|
| • Confidence | Leadership skills |
| • Problem Solving skills | • Communication skills |
| • Interpersonal skills | • Reasoning skills |
| • Conceptualizing skills | • Persuasive skills |
| • Managerial skills | • Team skills |
| • Awareness / Theoretical knowledge | |
| • Listening skills | • Creative skills |
| • Initiative | • assertiveness |
| • Flexibility skills | • Decision making skills |

⇒ GD phases :- Basically there are 3 phases of GD

→ Initiation / Introduction:-

Techniques of Initiation / Introduction are as follows

- Definition
- Proverbs
- Asking ques.
- Quotations
- Figures
- Uses of phrases
- Facts
- Short story

→ Body of the GD - It contains Bridging Techniques

→ Summarization / Conclusion - Techniques are as follows:

- avoid raising new point
- avoid stating only your view point
- avoid devoting only on one aspect of the GD
- keep it brief & concise
- It must incorporate all the imp point that came out from the GD

Adequates of GD

→ entering the discussion

→ entering the thoughts

→ enter after a person has made his point

→ enter with a supportive statement

→ enter by increasing volume

→ enter by summarizing

⇒ Listening - It is the receiver's activity in communication as the speaker has the responsibility to be understood so the listener has the responsibility to be attentive and to make efforts to understand the meaning of the speaker's message.

10 Commandments of listening are:-

- Stop talking.
- Put the speaker at ease.
- Show the speaker that you want to listen.
- Remove distraction.
- Empathise with the speaker.
- Be patient.
- Hold your temper.
- Go easy on argument and criticism.
- Asks a questions.
- Stop talking

(Q) Write a short note on 'silence as a means of communication'.

Listening process

- Hearing → Decoding → Interpretation
- Evaluating (Remembering) → responding

Types of Listening

- Active listening
- Selective listening
- Inactive/inattentive listening
- Attentive listening
- Passive listening
- Critical listening
- Preventive listening

Advantage of listening

- building trust
- prevent you from missing up imp. information
- help you to build more knowledge
- empowers you as a leader

Making effective presentation

⇒ Purpose / occasion of a presentation

- Launching a new product or service.
- Starting a training course or session.
- Presenting a new business plan.
- Making a marketing proposal / sales proposal
- Making a contribution to conference or seminar
- Diversification of business

⇒ Guidelines for making a presentation effective
In order to make a successfull presentation one has to take care of following guidelines.

- Be clear about the occasion. (i.e., for what you are presenting)
- Make audience analysis. (See whom you are presenting)
- Visit / have an idea of the location.
- Plan out the presentation
 - 1) Beginning 2) Middle 3) End
- Decide upon the method of presentation
 - 1) Reading 2) Memorising 3) Extemporaneous
- Extemporaneous is the best combination of Reading & memorising so this is the best method.
- Rehearse the presentation.

- Consider personal aspects (i.e. human skills)
- overcoming nervousness
- using visual aids

(Q) Write a short note on Presentation

A presentation conveys information from a speaker to an audience. Presentations are typically used to present a new idea / product. Presentation is means of communication. It is a process of showing any type of content that is related to a topic to audience.

While giving a presentation we must have to clear with the things such as, on which topic we are giving presentation, to whom we are presenting, purpose behind giving the presentation these are some points which we have to know before giving any kind of presentation

Communication Barriers = Communication Barriers are the hurdles b/w the communication while communicating

→ Physical Barrier = Noise, network issue, intentional distortion

→ Linguistic Barrier = • Dialectal variations

• Semantic Barrier (multiple meanings)

→ Cultural Barrier = 1. Context (High & Low)

2. Body language 3. Personal space

4. ethnocentrism

→ Perceptual Barriers = Based on our thinking

• Selective perception

• Halo effect

• Filtering

→ Superior Based Barriers :-

- Unfavorable attitude
- No feed back
- Lack of confidence in subordinates
- Lack of time

→ Organisation based barriers:-

- Organisation policy, rules & regulations, structure
- No proper channel of communication.

(Q) How to overcome barriers?

Ans → As we can see, a physical barrier can prevent people from hearing information or interpreting gestures. However such a barrier can be overcome to restore effective communication.

• Reduce noise as much as possible. Treat the workplace to insulate it from loud sounds. Sound proofing is an essential part of eliminating noise.

Periodically check communication device such as phones and computers for faults and disturbances.

• Try to communicate personally as much as possible. A face to face conversation enables both parties to communicate effectively as it allows them to listen clearly and read body language as well. This reduces the chances of misunderstanding.

→ Ways to overcome linguistic barrier are as follows-

- Use pictures or diagram to explain complicated concepts. Some time showing can be a lot more effective.

than telling

- If you're in an international company, offer free classes for learning the language of another office.

→ Ways to overcome cultural barriers are as follows

- Embrace diversity and accommodate cultural differences
- Promote open communication

→ The key to overcoming perceptual barriers is asking questions to gain a sense of clarity and ensure that you and the other person are on the same page.

→ Ways to overcome organizational barriers are:-

- Improving interpersonal relations

communication through action, as action speaks louder than words

Q1) Write a short note on electronic communication

Dimensions of communication.

→ Vertical flow :-

(a) Downward communication / Downward flow

(b) ~~horizontal~~ Communication / Vertical flow

upward

→ Objectives:-

- To give specific directive to job description
- explaining policies and organisation
- performance appraisal

Motivating employees

⇒ Media in Downward communication

- Oral = written, speech
- written = Instruction, letter, hand book, policy statement, electronic news, display

⇒ Merits of Downward communication

- Centralized control
- clear job description
- systematic transaction
- easy decision making process
- formal sharing of work
- promptness & efficiency of correspondence.

⇒ Demerits of Downward communication

- A purely downward communication has no room for feedback, consultation & participatory administration
- Danger of over centralisation
- Too many levels in the hierarchy cause delay & distortion
- Lack of transparency causes dissatisfaction & conflicts which may lead to non cooperation
- filtering is another evil

⇒ How to make downward communication effective,

- Manager must be adequately informed
- Avoid communication gap
- Decide on what, how much and at what time

- Reduce chances of distortion
 - Pass the right information to the right person
- (b) Upward communication:- flows from subordinates to superior.

⇒ Importance of Upward communication

- It provides feedback
- outlet for opinion • offering of constructive suggestion
- It allows involvement of lower level in decision making
- cohesion is promoted

⇒ Methods

- Open door policies
- reports
- encourage seeking counselling
- Suggestion box
- social gathering
- written correspondence

⇒ Advantages of upward communication

- corporate functioning
- Speedier ~~working~~ reaching of grievance
- Participatory decentralisation of work
- Promotion of self esteem of the employees who take pride in the interest of the company
- Redundance of employer
- Team work

⇒ Limitation of upward communication

- reluctance of employees
- slackening of the strict chain of control
- overriding hierarchy

- grievance b/w employees on whom employers and higher level officers are too dependent
- The interpersonal problem created by the ego of those working at the higher level of hierarchy

⇒ essential of effective communication

- encourage workers to take initiative
- proper analysis
- adequate grievance handling

→ Horizontal flow:- Horizontal communication refers to flow of messages across functional areas on the same level of an organisation. Effective use of horizontal communication in the workplace can enhance production by making information sharing, problem solving, collaboration, and conflict resolution more efficient.

⇒ Objectives:-

- Practice of sharing information b/w employees, departments and units within the same level of an organisation
- Problem solving
- Collaboration & conflict resolution

⇒ Advantages of Horizontal flow

- decreases misunderstanding b/w departments working on the same project
- increasing efficiency & productivity
- it facilitates team work
- increases job satisfaction and motivation

⇒ Disadvantage of Horizontal flow.

- Management may have greater problem maintaining control as horizontal communication increases.
- It can also create conflicts b/w employees exposed to each other through the communication process.
- It is also more time consuming if vertical communication is required to ratify decision made during horizontal communication or to confirm information received through horizontal communication.
- It may create a lack of discipline if strict procedural rules of communication are not imposed and followed.

→ Horizontal communication = Communication on the same level. It is also known as 'Lateral communication'

⇒ Advantages of horizontal communication

- easier crisis management
- internal feedback for corporate functioning
- coordination of work among different departments
- It provides the facility to solve difficult problems.
- easier sharing of information.

⇒ Disadvantages of Horizontal communication

- Interpersonal problems among employees
- The possibilities of consultation not resulting in decisions.

→ Diagonal / Cross wise communication

⇒ Advantages of Diagonal / cross wise communication

- flexibility of communication across different levels
- Speedier transaction of business.
- A certain degree of informality which a strictly hierarchical downward flow cannot.
- easier organisation of formal and informal meetings involving different levels.
- Diagonal flow of communication minimizes limitation of hierarchy.

⇒ Disadvantages of Diagonal / cross wise communication

- It slackens controls and this may encourage adverse grapevine.

→ Multidimensional Communication = When an organization practices various dimensions of communications.

Consensus = This is the example of Horizontal communication. It is the process of arriving at agreement through consultation. It is mainly used in board meetings. Decision which are consensual make everyone a party to the decision and help in projecting good image in front of other stakeholders.

⇒ Advantages of Consensus :-

- Decisions are accepted by everyone.
- It should project image of harmony and unity.
- possible conflicts or splits can be anticipated and avoided.

⇒ Disadvantages of consensus:-

- Dissent is suppressed and may remain on the mind of dissatisfied board members.
- Process of building consensus is often an accommodation of interest.
- over friendliness with subordinates may give them air.
- sometimes it may project an incorrect image of the management.

Informal Channel Of Communication.

⇒ Gossiping :- The informal transmission of information, Gossips, or rumors from person to person.
I heard through the Gossiping that she has a new job. When you hear from a friend -of- a friend that your neighbour might be getting divorced, this is an example of a situation where you hear the news through the Gossiping.

Types of Gossiping chain:- These are of two types

- ① Single strand.
- ② Cluster chain
- ③ Gossip chain

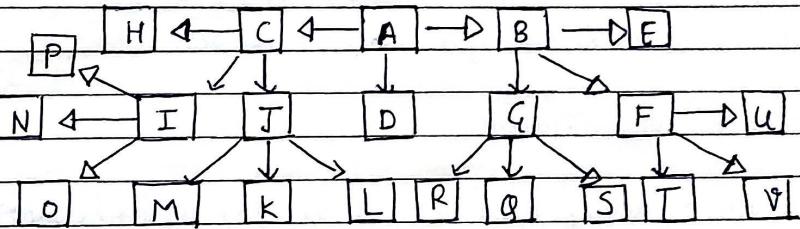
- ④ probability chain.

① Single strand:- The single strand chain involves the passing of information through a line of persons to the ultimate recipient. In the figure, the person A tells B, who tells C, who tells D, and so on, till the information has reached most of the persons involved concerned.



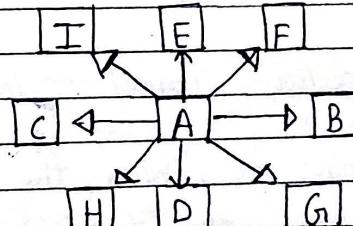
Grapevine: single strand

② Cluster chain:- In the cluster chain, a person tells the information to the selected persons who may in turn relay (pass) the information to other selected persons. Most of the information communication follows this chain



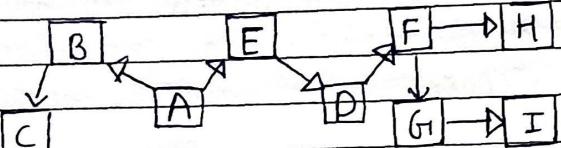
Grapevine: cluster chain

③ Gossip chain :- In the Gossip chain, one person seeks and tells the information to everyone. This chain is just like the wheel where one person stays at the centre and the information passing along the spokes of the wheel to others stationed on the rim.



Grapevine: Gossip chain

④ Probability chain:- The probability chain is a random process in which someone transmits the information to others in accordance with the law of probability and then these others tell still others in a similar way. This chain may also be called random process.



Grapewine: probability chain

Importance of Grapewine

- It acts as a safety wall i.e outlet for apprehensions & fear
- Sign of cohesion is promoted i.e it shows that people are interested in one another.
- It supplements other channels
- Quick transmission
- It gives feedback

Merits / Advantages of Grapewine:-

- Grapewine is the spreadiest channel of communication (speddy transmission)
- It is the only means by which the managers can study the hidden mind in the work force, what is happening behind one's back
- Grapewine reinforces formal channel of communications
- Grapewine has a therapeutic values

→ Grapewine gives immense psychological satisfaction & strengthen the solidarity of workers.

Demerits / Disadvantages of Grapewine

- The information communicated through it may not be reliable
- Grapewine may send false alarms and raise unnecessary fear to cause mistrust among colleagues. Grapewine often distort facts & misinforms.
- Grapewine does not always carry complete information.
- It is less credible than formal channel of communication
- Grapewine may damage the reputation of the organisation by upset the plans of the managers

How to use it effectively

- Spot the leader → feel the pulse
- Check for misrepresentation / rumours
- contradict misinformation directly through formal channel
- involve the lower range in decision making

factors responsible for Grapewine.

- feeling of uncertainty
- lack of sense of direction
- feeling of inadequacy or lack of self confidence
- formation of clique (group) or favoured group by the managers

→ Giving other employees a feeling of insecurity or isolations.

Coping With the Grapevine

- MBWAC Management By walking Around)
- Get the facts → open communication
Encourages Social Gatherings

Effective management of grapevine

- Transparency in decision making
- frequent dialogue with employees at all levels will give them sense of involvement and belonging towards the organisation.
- effective listening at managerial level can defuse problems
- Team work can promote unity & harmony
- An efficient network of trusted colleagues can work through cluster Grapevine to drop hint or even leak out favourable information
- Good public relations.