

Module **1** FUNDAMENTALS OF COMMUNICATION

SYLLABUS

Weightage: 40%

- 1.1. Introduction to Theory of Communication:** Definition, Objectives, Postulates/Hallmarks, The Process of Communication, Organizational Communication - Formal (Upward, Downward and Horizontal) - Informal (Grapevine)
- 1.2. Methods of Communication:** Verbal (Written & Spoken), Non-verbal - (Non-verbal cues perceived through the five senses: (Visual, Auditory, Tactile, Olfactory and Gustatory cues), Non-verbal cues transmitted through the use of: (The Body, Voice, Space, Time and Silence)
- 1.3. Barriers to Communication:** Mechanical/External, Physical/Internal, Semantic & Linguistic, Psychological, Socio-Cultural
- 1.4. Communication at the Workplace:** Corporate Communication - Case Studies, Listening Tasks with Recordings and Activity Sheets, Short Speeches as Monologues, Informative Speeches that Center on People, Events, Processes, Places, or Things, Persuasive Speeches to Persuade, Motivate or Take Action, Special Occasion Speeches for Ceremonial, Commemorative, or Epideictic purposes, Pair-work Conversational Activities (Dialogues), Short Group Presentations on Business Plans

1.1 INTRODUCTION TO THEORY OF COMMUNICATION:

Communication skills have emerged as the most powerful set of skills to possess for accelerating one's career trajectory and speed of accomplishment in every walk of life. To prepare for a rewarding career in the broad field of technology, it is even more essential to acquire, practice and exhibit high levels of communication skills in normal and crisis situations. Professional communication skills act as a ladder to engineers, technocrats and leaders for rapid progression in their careers. The word communication is derived from the Latin word 'Communis' which means to make common, to transmit to impart or to share.

DEFINITION

Peter Little: "Communication is the process by which information is transmitted between individuals and or organizations so that an understanding response results".

Keith Davis: "Communication is the process of passing information and understanding from one person to another."

OBJECTIVES OF COMMUNICATION

The objectives of communication are of two types: primary and secondary. Primary objectives directly contribute to the growth of an organization and secondary objectives indirectly help sustain the growth of the organization. The primary objectives of communication are as under:

- (i) Convey and receive information
- (ii) Order and instruction
- (iii) Education and training
- (iv) Advice in the concerned field
- (v) Persuasion through communications for a favorable response.
- (vi) Suggestions to boost the morale
- (vii) Warning to abide by rules and regulations. It is effective when used sparingly.

The secondary objectives are:

- (i) Motivation to succeed in business aims
- (ii) Raising morale to increase the productivity.

Q.1 Which are the two most important objectives of communication in an organization according to you? Justify your answer. [M-16]

Ans.: An objective is something that one intends to attain or accomplish. With what intention do we communicate governs the way we communicate. One needs to be clear about "why" one is communicating. Is it to inform, persuade, motivate appreciate, reprimand etc.?

I believe that the two most important objectives of communication in an organization are:

- (i) Information
- (ii) Planning and Execution

(i) *Information:* The prime objective of communication is to exchange information within and outside an organization. To achieve organizational goals, to create

consciousness about employee's roles, duties and responsibility, to share work-related information, to develop goodwill and brand building in the outside world, to attract customers and to obtain overall development, it is imperative to ensure that information flow is smooth and appropriate.

- (ii) *Planning and Execution*: For carrying out delegated tasks and for execution of official responsibilities, it is important to communicate. Every organizations aims to develop further. In order to plan its future growth, the top management level needs to plan carefully and communicate their vision and mission to their employees. Orders and instruction have to be communicated carefully in order to accomplish organizational goals.

Q.2 Write short note on Objectives of communication. [D-17]

Ans.: An objective is something that one's efforts or actions are intended to attain or accomplish. When we communicate, with what intention do we communicate governs the way we communicate. One needs to be clear about "why" one is communicating. Understanding the objectives before one communicates helps to develop improve communication among all employees and to foster an attitude that is necessary for motivation, cooperation and job satisfaction. High morale and effective performance go hand to hand.

Business communication has specific objectives. Some of them are:

- **Information related Communication:** Information might be outgoing, incoming, vertical, horizontal, in the nature of an advice, order, warning, reporting, counseling etc.
- **Persuasion related communication:** Persuasion is related to the promotional activity of a company. It is employed to promote sales and service. Persuasion related communication calls for tact and an understanding on the part of the communicator.
- **Motivation related communication:** A company has to motivate its workforce to turnout better work, its customers to buy its product and service. Motivation can be done only by understanding the mind-set of the receiver. Business organizations have to continuously resort to motivation to succeed in their business aims.

POSTULATES/HALLMARKS

The basic postulates (generally accepted truths) of communication are:

1. Communication Is Dynamic

Communication is a dynamic process composed by multiple elements and steps: a sender, encoding, messages, channels, noises, a receiver, decoding, the receiver's response and feedback, and context. Communication is not static or fixed but it always changes. We can consider communication as a product of a previous communication event that proceeds to another communication situation.

2. Communication Is Interactive

The term interaction suggests a reciprocal influence. Interactive communication is an exchange of ideas where both participants are active and can have an

effect on one another. It is a dynamic, two-way flow of information. Interactive communication forms include basic dialogue and nonverbal communication, interactive fiction, storytelling, video games, social media etc.

3. Communication Is Contextual

Communication takes place in a context. One's needs, desires, values, personality, etc., all form the psychological context. Situational context deals with the psycho-social "where" you are communicating. An interaction that takes place in a classroom will be very different from one that takes place in a bar. Environmental context deals with the physical "where" you are communicating. Furniture, location, noise level, temperature, season, time of day, all are examples of factors in the environmental context. Cultural context includes all the learned behaviors and rules that affect the interaction.

4. Communication is grounded in perspective

Communication is based on the perspectives of the parties involved. For example, the perspective of a student speaking with a teacher is different than the perspective of the teacher addressing the student. The perspective of a doctor is different from that of his patient. These differences in perspective account for wide variations in context and culture as well as for many communication failures.

- 5) **One Cannot Not Communicate:** Communication is inevitable and inherent in life. All behavior is a form of communication. Even being silent is a way of communicating some kind of message. We communicate through our gestures, body language, posture, attire and many other things all the time.

Q.1 Explain the following terms used to describe the communication process: Feedback, message, barrier, encoding. [D-14]

Ans.: Communication is an ongoing cyclical process and has various components which play a role in making the communication successful.

The sender first develops an idea or a thought, which is composed into a **message** and then transmitted to the receiver. **Encoding** is the process of converting the idea into a message in the form of verbal (oral or written), non-verbal (gestures, signals, body language etc.) or a combination of both. The sender needs to select a suitable medium or channel to convey the message so that the message can be conveyed and interpreted successfully by the receiver. **Barriers** are the obstacles or hindrances that may occur at any stage in the communication cycle and may result in a failure of communication. They arise due to improper formulation of the message, choice of an improper medium or channel, misinterpretation by the receiver, etc. The receiver receives the message, understands and decodes it. He then formulates a suitable response (**feedback**) and sends it back to the original sender. Thus, one loop of the cycle of communication gets over successfully.

Q.2 Communication is primarily a social activity. Justify. [M-16]

Ans.: Society comprises people who live together in organized communities with shared laws, culture, traditions etc. Communication plays a very important role in

enabling social interaction and sharing of views, thoughts or opinions. Some examples of social activities are teaching, sports, meetings, conversations, weddings and networking. As man is primarily a social animal, communication is the lifeblood of social activities.

THE PROCESS OF COMMUNICATION

The process of communication refers to the transmission or passage of information or message from the sender through a selected channel to the receiver overcoming barriers that affect its pace. Communication is a cyclic process as it begins with the sender and ends with the sender in the form of feedback received. The process of communication as such must be a continuous and dynamic interaction. It consists of certain steps where each step constitutes the essential of an effective communication.

Q.1 Give an outline of the Communication cycle and explain the components giving an example. [M-14]

Ans.: Communication serves as a foundation for planning and organizing, promoting motivation, altering individual's attitudes and in socialization. It can be verbal or written such as emails, formal letters or memos. It is the basic method through which humans interact. Communication is the sum of all things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding.

The process has different elements or components like the sender, encoder, message, transmission of message through selected medium, decoder and the receiver. Communication can be defined as transmission or exchange of ideas, views, information or messages between two or more persons by different means. The process of communication begins when the sender thinks of a message to be conveyed to the receiver. The sender encodes the message, chooses an appropriate medium and transmits the message. The receiver receives the message, decodes it and plans out his response (or feedback) to the sender. When the feedback reaches back to the sender, then the first phase of the process gets completed. Hence, "Communication is a circular process which starts with the sender and comes back to the sender".

The steps in the process of communication are:

1. **Sender/Encoder:**

Sender is anyone who has a purpose to communicate. The process of communication starts when the sender gets an idea or thought which he/she wants to communicate. The effectiveness of the sender will depend on his communication skills, knowledge about the subject and the language, his socio-cultural background and attitude. The sender can be an individual, group, or organization that initiates the communication. This source is initially responsible for the success of the message. All communication begins with the sender. The idea that originates in the mind of the sender needs to be converted into symbols or language which can be understood by others. This is done by the encoder. This process translates the ideas or concepts into the

coded message that will be communicated. The symbols can take on numerous forms such as, languages, words, or gestures. These symbols are used to encode ideas into messages that others can understand.

2. **Message:**

Message is a key idea that the sender wants to communicate. It is a sign that elicits the response of the recipient. Communication process begins with deciding about the message to be conveyed. It must be ensured that the main objective of the message is clear.

3. **Medium / Channel:**

Medium is a means used to exchange / transmit the message. This medium, which is an abstraction, can be oral, written or non-verbal; channel on the other hand is concrete, and could be a letter, a report, a memorandum, a book, a computer, the telephone, a telegram, a fax, an email, a newspaper, the television etc. At times, two or more channels are used in communication. Every medium has its own advantages and disadvantages; therefore the proper selection of the medium is vital. Language is the common medium of communication for the latter begins only when thoughts are translated into language. Choice of communication medium varies depending upon the features of communication. For instance - Written medium is chosen when a message has to be conveyed to a small group of people, while an oral medium is chosen when spontaneous feedback is required from the recipient as misunderstandings are cleared then and there.

4. **Decoder:**

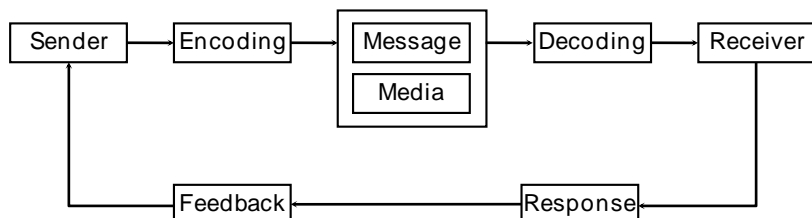
Recipient / Decoder is a person for whom the message is intended / aimed / targeted. The degree to which the decoder understands the message is dependent upon various factors such as knowledge of the recipient, their responsiveness to the message, and the reliance of encoder on decoder.

5. **Receiver:**

Communication cannot be effective if the message is not understood, analyzed and interpreted by the receiver. Therefore, understanding is vital for both the encoder and the decoder. Moreover, just like the sender, the effectiveness of receiver is also dependent on factors like his/her communication skills, attitude, knowledge and socio-cultural background.

6. **Feedback:**

Feedback is the main component of communication process as it permits the sender to analyze the efficacy of the message. It helps the sender in confirming the correct interpretation of message by the decoder. Feedback may be verbal (through words) or non-verbal (in the form of smiles, sighs, etc.). It may take written form also in form of memos, reports, etc.



Q.2 “Communication is the exchange of meaning between individuals through the common system of symbols.” Explain the process of communication in the light of the above statement with a suitable diagram. [D-15]

Ans.: Refer Answer of Q.1

Q.3 "Communication is a circular process". Comment on this statement and mention the steps involved in the communication process. [D-16]

Ans.: Refer Answer of Q.1

Q.4 Identify the sender, message, receiver, medium/channel in the following situation: The teacher gave clear instruction' to the students regarding how to fill the form. [D-16]

Ans.: Sender : Teacher

Message: Instruction on how to fill the form

Receiver: Students

Medium/Channel: Oral communication / Face to face

Q.5 Identify the sender, message, medium and receiver in the following situations: [M-14]

(i) Presenting budget in the parliament.

(ii) Announcement of man of the match after a cricket match.

Ans.: (i) Presenting budget in the parliament:

Sender: Union Finance Minister

Message: National budgetary allocations and fiscal planning for a financial year.

Medium: Oral (Finance minister reading out budget) and electronic (transmitted live via television)

Receiver: The Members of the parliament and the people of the nation.

(ii) Announcement of man of the match after a cricket match:

Sender: The commentator conveying the decision of the adjudicators.

Message: The name of the winner of the man of the match award.

Medium: (Oral) through microphone.

Receiver: Spectators in the stadium and viewers on television.

Q.6 Write short note on medium with an example. [M-15]

Ans.: Medium is the means of transmitting the message to the receiver. Once the sender has encoded his ideas/thought into a message, the next step is to select a suitable medium for transmitting it to the receiver. Medium can be of various types such as verbal (speaking, writing), nonverbal (signalling, gesturing, eye contact, electronic (telephone, radio etc.)

Q.7 Discuss the importance of feedback in the process of communication. [D-13; M-18]

Ans.: Feedback is an integral part of communication, and it allows the sender of a message to judge how effective it has been. Feedback is the final link or component in the communication chain or cycle. This gives the Receiver the chance to ask any questions and this also gives the Sender the chance to realize if they have missed out any stages in the Communication Cycle. When the receiver of a communication sends a response or reply to the message, it is called feedback. Feedback is essential in all communications as it indicates successful transmission of the message.

Feedback can be defined as the process by which the decoder's (receivers) reaction to the message is transmitted to the encoder (sender). Feedback is the backbone of the communication.

1. Positive / Negative:

Feedback is an intelligent understanding of the encoded message by the decoder. Feedback may be positive or negative. Positive feedback means a very good and satisfactory response of the decoder to the encoder's encoded message. Negative feedback means an indifferent response to the encoder's encoded message.

2. Immediate / Delayed:

Feedback can be immediate or delayed. In inter-personal communication the receiver of the message conveys, that he has received through smiling or frowning. When we write letters or broadcast on the radio, the feedback becomes delayed as the message is conveyed little slowly.

3. Simple / Complex:

Feedback can be simple through a nod of the head, conveying a brief yes or no, or it can be complex as a lengthy written response. Feedback involves circling back of information to a control device to adjust behavior. For example, when management communicates through a public welfare officer to the striking workers in the factory, the workers respond either positively or negatively and this feedback helps the management to take an effective decision to send the workers back to work.

4. Profits / Losses:

Feedback can enhance the profits of an organization. If a business reacts positively to feedback, it changes its marketing strategy and achieves progress. A negative feedback may be responsible for weak and lopsided business. Thus, feedback constitutes the most vital aspect of the process of communication.

Q.8 What is the role of feedback in the process of communication? [D-15]
Ans.: Refer Answer of Q.7

Q.9 Explain how no feedback is also a feedback. [M-16]
Ans.:

Feedback is an integral part of communication and it allows the sender of a message to judge how effective it has been. Feedback indicates successful transmission of the message, whether the receiver has understood the message in the way it was intended to be understood or not. Absence of feedback can also mean many things such as:

- Was the message transmitted successfully?
- Did the intended receiver receive the message?
- The receiver does not want to respond.
- May indicate apathy, indifference.
- Feedback may be delayed for the time being.
- There may be a need to resend the message.
- The communication cycle is incomplete.

Q.10 Do as directed: [D-15]

- (i) Zubin has applied to the university of Cambridge for a course in Computational Mathematics through e-mail. He has been asked to appear for a telephonic interview.
(Identify the Sender, Receiver, Medium/Message and Feedback)
- (ii) Awareness campaign amongst house wives about ill effects of plastic bags. (What Channel would you use? Justify your choice.)

Ans.: (i) *Sender:* Zubin

Receiver: University of Cambridge

Medium: E-mail/Written

Message: Application for a course in Computational Mathematics

Feedback: Appear for a telephone interview

- (ii) Distribution of pamphlets about the ill effects of the use of plastic bags. I would use the above channel as we know the written communication along with the use of pictures can create a better understanding of the message. The information mentioned in the pamphlet will remain with the receiver and can be stored too for further reading.

Q.11 Identify the components of communication in terms of sender, receiver, medium and message: [D-14]

(i) **A commuter argues with the rickshaw driver about the meter-reading.**

(ii) **A teacher shouting at students who have come late for submission.**

Ans.: (i) A commuter argues with the rickshaw driver about the meter-reading.

Sender: Commuter

Receiver: Rickshaw driver

Medium: Face to face, oral, verbal communication

Message: Disagreement regarding meter-reading

- (ii) A teacher shouting at students who have come late for submission.

Sender: Teacher

Receiver: Students

Medium: Face to face, oral, verbal communication

Message: Reprimanding student for submitting work late.

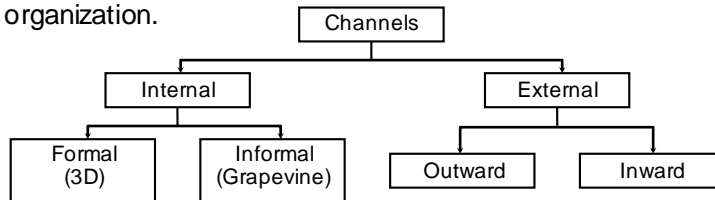
ORGANIZATIONAL COMMUNICATION

Formal (Upward, Downward and Horizontal) - Informal (Grapevine)

Organizational communication is the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goals. Organizational communication is how organizations represent, present, and constitute their organizational climate and culture—the attitudes, values and goals that characterize the organization and its members. Organizational communication largely focuses on building relationships and interacting with internal organizational members and interested external public. Efficient organizational communication involves knowing how to create and exchange information, work with diverse groups or individuals, communicate in complicated and changing circumstances, as well as having the aptitude or motivation to communicate in an appropriate manner.

Q.1 What are the various channels of communication in a business organization? Differentiate between upward and downward channels of communication. [D-13]

Ans.: The formal communication network is formed out of formal channels, created by setting a formal system of responsibilities according to the hierarchical structure of the organization.



In the typical hierarchical pattern of an organization, communication has been viewed as proceeding in three directions: vertical upward and downward, lateral and diagonal.

Downward Flow of Communication:

Communication that flows from a higher level in an organization to a lower level is a downward communication. In other words, communication from superiors to subordinates in a chain of command is a downward communication. This communication flow is used by the managers to transmit work-related information to the employees at lower levels. Employees require this information for performing their jobs and for meeting the expectations of their managers. Communications downward are highly directive-that is they initiate actions by subordinates.

Downward communication is used by the managers for the following purposes:

- Providing feedback on employees performance
- Giving job instructions
- Providing a complete understanding of the employees' job as well as to communicate to them how their job is related to other jobs in the organization
- Communicating the organizations mission and vision to the employees
- Highlighting the areas of attention

Organizational publications, circulars, letter to employees, group meetings etc. are all examples of downward communication.

Upward Flow of Communication:

Communication that flows to a higher level in an organization is called upward communication. It provides feedback on how well the organization is functioning. The subordinates use upward communication to convey their problems and performances to their superiors. The subordinates also use upward communication to tell how well they have understood the downward communication. It can also be used by the employees to share their views and ideas and to participate in the decision-making process. Communications going upward are primarily non-directive that is they report result or give information but cannot initiate activity by superiors.

Examples of Upward Communication are:

- Performance reports made by low level management for reviewing by higher level management

- Employee attitude surveys, letters from employees, employee-manager discussions etc.

Q.2 Write short note on vertical communication. [D-18]

Ans.: Communication is the transfer of information and communication channels are the means or pathways through which people in an organization communicate. The official and work-related messages which are circulated on regulated, preset channels of an organization constitute formal communication. Formal communication channels are three-dimensional: Vertical, Horizontal and Diagonal. Vertical channels constitute upward and downward communication.

Communication that flows from the lower level (subordinate) to a higher level (superiors) in an organization is called upward communication. It provides feedback on how well the organization is functioning. Subordinates use upward communication to convey their problems and performances to their superiors and to report on the progress of work allocated. Communication that flows from the higher/Upper level (Superiors) to a lower level subordinates in an organization is downward communication. This channel is used by managers to transmit work-related information to the employees. Communications downward are highly directive. – i.e. they initiate action by subordinates.

Q.3 Differentiate between formal and informal communication. [D-13]

Ans.: Formal Communication:

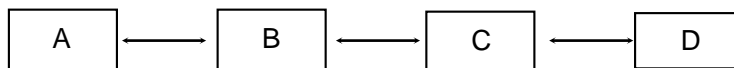
1. It requires official recognition
2. Very careful attention is given here in encoding the message and sending the message through formal way. Due to this seriousness, there is less chance of mistakes or errors.
3. Here messages flow along the formal channel, therefore, communication have to be serious.

Informal Communication:

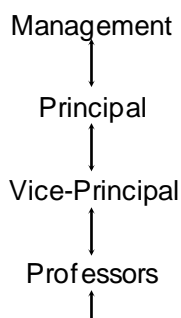
1. It does not require any official recognition.
2. It is personal in nature and therefore less attention is involved which can cause many errors or mistakes.
3. There is no boss-subordinate relationship in such communication. So everybody can frankly and freely communicate his view or feeling.

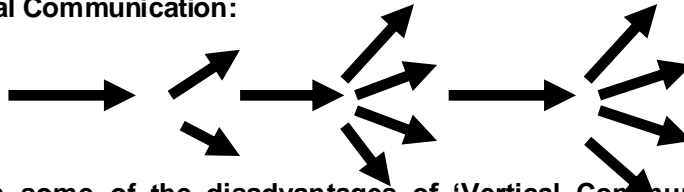
Q.4 Give diagrammatic representations of Horizontal communication, Vertical communication, Diagonal communication.

Ans.: Horizontal Communication:



Vertical Communication:



Diagonal Communication:

Q.5 Discuss some of the disadvantages of 'Vertical Communication' and suggest ways to make it more effective. [D-15]

Ans.: Vertical communication is a combination of upward and downward communication.

Whenever upward communication is used extensively, then the dominance of the use of upward flow is more than that makes the flow more informal. Sometimes the increased use of e-mail also encourages cross-wise communication with another employee regardless of the receiver's status or function. Specific line of command is not followed which is otherwise required in the channel of communication.

In order to make vertical communication more effective, it is important to keep the lines of communication open. Vertical communication increases awareness about the organization among subordinates and employees and enables manager to evaluate the performance of their subordinates. It is important to balance both upward and downward flow of communication. Create open culture so that the managers are able to create a climate of trust and respect, and implement participative decision making or empowerment.

Q.6 "Grapevine Communication can create unity and promote efficiency." Explain. [D-15]

Ans.: Grapevine communication is informal communication because it does not move along the horizontal or vertical lines of communication within an organization. Grapevine grows very fast and spreads in all the directions. The information in grapevine also spreads fast in an organization. Grapevine is multidirectional and if carefully cultivated is capable of resolving conflicts thus creating unity and promoting efficiency. It serves as an outlet for worries, anxieties and frustration. It promotes solidarity. Some organizations consciously use grapevine to great effects, to develop their human resources and in turn, their productivity. It is important for an organization not to ignore information received through grapevine, should use grapevine to supplement the formal channel and should try to understand the human relationships involved in grapevine communication.

Grapevine communication is informal communication because it does not always move along the horizontal or vertical lines of communication within an organization.

As the grapevine grows way fast and spreads in all the directions so does the information in the grapevine of an organization also spreads way fast.

Q.7 What is grapevine? What are its merits and demerits? [D-15]

Ans.: Advantages of Grapevine Communication:

1. Grapevine channels carry information rapidly. As soon as an employee gets to know some confidential information, he becomes inquisitive and passes the details, then to his closest friend who in turn passes it to another. Thus, it spreads hastily.
2. The managers get to know the reactions of their subordinates on their policies. Thus, the feedback obtained is quick compared to formal channel of communication.
3. The grapevine creates a sense of unity among the employees who share and discuss their views with each other. Thus, grapevine helps in developing group cohesiveness.
4. The grapevine serves as an emotional supportive value.
5. The grapevine is a supplement in those cases where formal communication does not work.

Disadvantages of Grapevine Communication:

1. The grapevine carries partial information at times as it is more based on rumours. Thus, it does not clearly depict the complete state of affairs.
2. The grapevine is not trustworthy always as it does not follow official path of communication and is spread more by gossips and unconfirmed report.
3. The productivity of employees may be hampered as they spend more time talking rather than working.
4. The grapevine leads to making hostility against the executives.
5. The grapevine may hamper the goodwill of the organization as it may carry false negative information about the high level people of the organization.

Q.8 Write short note on Grapevine. [M-17]

Ans.: Refer Answer of Q.7

Q.9 Fill in the blanks: [D-15]

(i) _____ communication is related to gossips and rumors.

(ii) Defects in machinery is _____ barrier.

Ans.: (i) Grapevine (ii) Mechanical

Q.10 Mention the ways to minimize the harmful effects of grapevine communication. [D-16]

Ans.: "Grapevine communication" refers to informal communication in an organization, without maintaining the formalities prescribed by the organization. It takes place when the people of an organization or group, especially of the same rank gather to discuss informally by word of mouth, rumors, gossip, unconfirmed news, etc. The risks associated with grapevine are that the news which is being circulated is not verified and can have a detrimental effect on the morale of the employees. Grapevine is counter-productive and is often regarded as the barometer of an organization. The harmful effects of grapevine communication can be checked by:

- Keeping staff regularly and honestly informed of changes
- False rumours must be refuted by an authoritative source
- Gather all possible information doing the rounds

- Identify 'active participants' and use them as channels to disseminate accurate information.

1.2. METHODS OF COMMUNICATION:

VERBAL (WRITTEN & SPOKEN)

VERBAL COMMUNICATION

Verbal communication happens through the use of words. It must be understood that communicator has to depend on the language that has been designed, developed and propagated by humans. As a result, it suffers from a lot of limitations despite the fact that some languages of the world are very developed and command a vast vocabulary. Verbal Communication, in turn, can be further divided into: i) Oral and ii) Written.

Q.1 Explain the statement that oral communication is more vibrant than written communication. [M-16]

Ans.: Writing is a fairly static form of transfer whereas speaking is a dynamic transfer of information. A speaker has more ability to engage the audience psychologically and to use non-verbal communication. Such as body language, facial expressions, eye contact, voice modulation etc. to complement the message. A speaker has significantly more control over what the listener will hear than the writer has over what the reader will read. Speech is a more powerful means of persuasion and control with the help of variations in body language, tone, pitch and intensity of voice, the speaker can convey shades of meaning. The speaker can get immediate feedback and can adjust his message accordingly. Written communication involves carefully chosen words, can be sent after necessary editing, review and corrections and can become a permanent record. In their own ways, both oral and written communication play specific roles, but on a comparative note, oral communication is more vibrant than written communication if the communicator knows how to use the nonverbal accepts to his/her advantage.

Q.2 List two advantages each of oral and written communication. [D-14]

Ans.: **Advantages of Oral Communications are:**

- Saves time:* It takes more time to draft a letter, to decipher non-verbal communication than to encode and decode oral communication.
- Direct Approach:* The sender of an oral message can convey more information by the means of useful communication than written or non-verbal. Intonation stress, pitch, facial expression, gestures, body language are expressed in the best and the fastest possible way with verbal communication. It is also easier to decipher the exact meaning in this way.

Advantages of written communication:

- Accuracy:* Since the process of drafting a written document is slower than that of oral communication. Written means of communication helps the sender of a message additional time to think before expressing his ideas; thus reducing/ eradicating mistakes.
- Record Keeping:* Written documents act as a strong proof of the conversation taken place between two people. It is authentic and thus free of manipulation. It thus also used as a legal proof.

Q.3 Explain merits of oral communication.

[D-17]

Ans.: Refer Answer of Q.2

Q.4 Distinguish between oral and written communication.

[M-15,18]

Ans.:

	Oral Communication	Written Communication
(i)	Feedback is spontaneous.	Feedback is delayed.
(ii)	Involves use of body language and other aspects of nonverbal communication.	Emphasizes on effective writing skills, proper sentence construction and command over written language.
(iii)	Less authentic and may give rise to misinterpretations and misunderstanding in crucial communication situations.	It carries legal validity is useful for maintaining records and fixing of responsibility.

Q.5 Which communication method would you use in the following situations and why:

[M-16]

(i) Reprimanding a junior because he has not completed an important report on time.

(ii) Giving a set of instructions to colleagues to complete a project.

Ans.: (i) I will use oral communication in the above case. By way of face to face communication, I will call the person to my workstation cabin and ask him the reasons, remind him of the deadline and reprimand him for not completing the report on time as some other task might be dependent on the report.

(ii) I will use written communication/e-mail to convey about a set of instructions, so that they can refer to it whenever necessary. It is different to retain a list of instructions in one's memory if it is shared only orally.

NON-VERBAL - (NON-VERBAL CUES PERCEIVED THROUGH THE FIVE SENSES: (VISUAL, AUDITORY, TACTILE, OLFACTORY AND GUSTATORY CUES), NON-VERBAL CUES TRANSMITTED THROUGH THE USE OF: (THE BODY, VOICE, SPACE, TIME AND SILENCE))

Nonverbal communication refers to meaning conveyed in the absence of words. Information conveyed nonverbally can be perceived through any of the five senses: sight, sound, smell, touch, and taste. There are two types of nonverbal communication—voluntary and involuntary. Nonverbal communication is the process of sending and receiving messages without using words, either spoken or written. Nonverbal behavior may emphasize parts of a verbal message. Nonverbal messages have been recognized for centuries as a critical aspect of communication. Human communication is multisensory, involving visual, tactile, and sound cues. Nonverbal communication can be perceived through:

- The five senses: (visual, auditory, tactile, olfactory and gustatory cues)
- Kinesics or body movements including facial expressions and eye contact;
- Vocalics or paralanguage that includes volume, rate, pitch, and timbre;

- Personal appearance;
- Our physical environment and the artifacts or objects that compose it;
- Proxemics or personal space;
- Haptics or touch.
- Chronemics or time.
- Silence
- Signs or emblems.

Visual (Eye contact):

Oculistics is the study of the role of eyes in nonverbal communication. This includes the study of eye gaze and pupil dilation. Studies have found that people use their eyes to indicate their interest and with more than the frequently recognized actions of winking and slight movement of the eyebrows. Eye contact is an event when two people look at each other's eyes at the same time. It is a form of nonverbal communication and has a large influence on social behavior. Frequency and interpretation of eye contact vary between cultures and species. Eye aversion is the avoidance of eye contact. Eye contact and facial expressions provide important social and emotional information.

Auditory:

Sound offers us a powerful means of communication. Our sense of hearing enables us to experience the world around us through sound. Our sense of hearing allows us to gather, process, and interpret sounds continuously and without conscious effort.

Tactile:

Touch is thought to be the first sense that humans develop. Tactile communication refers to what we communicate through the sense of touch -- through touching, or not touching each other or objects in various ways. Touch may be the most primal or basic form of communication, since it's the way things are communicated to infants, way before infants have learned anything about other modes of communication. Tactile messages tend to convey aspects of emotional and attitudinal states. Touch can convey anger, love, warmth, coldness, hostility, etc. The absence of touch also can communicate. Tactile cues include sensitivity to various textures, temperatures, hardness, smoothness etc.

Olfactory:

The olfactory system of the body is the system which allows us to detect and process smells. Olfactory communication is the process by which organisms are able to communicate with each other through different scents and odors. Animals communicate their emotional states through changes in body odor. This may be the same for humans. For example, body odor, the smell of rotting fruits or the aroma of perfume sends out various nonverbal cues.

Gustatory:

The gustatory system is better known as our sense of taste. As mentioned, it works very closely with the olfactory system (smell). Gustatory communication is responsible for

allowing us to taste when we eat. Our tongues are covered in taste buds and our taste buds are made up of even smaller cells called gustatory cells. The gustatory sense is usually broken down into the perception of four different tastes: salty, sweet, sour and bitter.

Space (Proxemics):

Proxemics is a theory of non-verbal communication that explains how people perceive and use space to achieve communication goals. The concepts of establishing/protecting one's territory, invading personal space, respecting professional boundaries are studied under proxemics. It was introduced by anthropologist Edward T. Hall in the 1960s. In his book, *The Silent Language*, Edward Hall outlined the following ideas behind proxemic theory:

- There are four types of distances people keep: intimate (0 to 18 inches), personal (18 inches to 4 feet), social (4 to 10 feet), and public (over 10 feet).
- The distances outlined are those deliberately chosen by individuals. Forced closeness doesn't factor in proxemics.
- Proxemic behavior is learned mostly from observing others rather than from explicit instruction, which is why personal distance and physical contact varies by culture.
- The physical distance between communicators indicates the type of relationship they have. Body angles, touch and eye contact further reveal the familiarity between people.

Time (Chronemics)

Chronemics is the study of how time is used in communication. Time can be used as a communication tool in many ways, from punctuality to expectations around waiting and response time, to general principles around time management. The study of chronemics includes analysis of cultural norms around the use of time, for instance in adherence to deadlines, willingness to wait and punctuality. Technology is very often associated with efficiency, allowing users to get more done in a given amount of time.

The use of time can affect lifestyles, personal relationships, and work life. Across cultures, people usually have different time perceptions, and this can result in conflicts between individuals. Time perceptions include punctuality, interactions, and willingness to wait. Three main types of time are used in chronemics: interactive, conceptual, and social. Monochronic cultures may value tools that increase focus, reduce distraction, and allow adherence to a structured, defined schedule. Polychronic cultures, however, may value tools that allow for a wider, more multitasking view of work.

Q.6 Discuss the importance of body language in face-to-face communication.

[D-14]

Ans.: Body language is important as it can:

- Substitute / Repeat the message sent through the means of words.

- Contradict what words mean.
- Be substitute to what one's words are saying (Verbal Communication).
- Add meaning or importance to what is being spoken.
- Give additional importance or assistance to the spoken words.

Q.7 Write short note on body language.**[M-15]**

Ans.: Body language or 'kinesics' is a kind of nonverbal communication, where thoughts, intentions, or feelings are expressed by physical behaviors such as facial expression, body posture, gestures, eye movement, touch and the use of space.

Gestures add impact to what is being said besides exercising influence on the listeners. They are an important way to communicate meaning emphatically without words. Common gestures include waving, pointing, and using fingers to indicate numeric amounts. Other gestures are arbitrary and related to culture, some are speech independent and others are speech related communicating through touch is an important component of nonverbal communication in inter personal relationships, and vital in conveying physical intimacy.

Facial expressions are also among the most universal forms of body language. They are dynamic features which communicates the speakers' attitude, emotions, intentions, and so on. During oral communication, facial expressions change continually and are constantly monitored and interpreted by the receiver. Eye contact is also an important aspect of body language. The length of a gaze, the frequency of glances, patterns of fixation and blink rate are all important in nonverbal communication.

One's posture or bodily stance exhibited by individuals communicates a variety of messages. Posture can be used to determine a participant's degree of attention or involvement, the difference in status between communicator and the level of fondness a person has for the other communicator. Every person has a particular space that they keep to themselves when communicating, like a personal bubble. Our choice of colour, clothing, grooming and other factor affecting appearance are also considered a means of non-verbal communication via body language.

Q.8 Match the following:

- | | |
|------------------|-----------------------------------------------------------------|
| (i) Kinesics | (a) The study of space as a communicative system |
| (ii) Haptics | (b) The study of movements of the body as related to speech |
| (iii) Oculistics | (c) The study of touch |
| (iv) Proxemics | (d) The study of eye-contact |
| | (e) The study of silence as a means of non-verbal communication |

Ans.:

(i) Kinesics	→	The study of movements of the body as related to speech
(ii) Haptics	→	The study of touch
(iii) Oculistics	→	The study of eye-contact
(iv) Proxemics	→	The study of space as a communicative system

Q.9 How do you interpret the following non-verbal cues sent by others? Do they always mean the same to you? [M-14]

- (i) Yawning (ii) Drooping Shoulders
(iii) Raised eye- brows (iv) Silent after a question

Ans.: (i) Yawning: Boredom/Tiredness
(ii) Drooping Shoulders: Lack of confidence/Low self esteem
(iii) Raised eye-brows: Surprise/Shock
(iv) Silent after question: Being unaware of the answer/Thinking about the answer

Nonverbal cues don't always mean the same. They may be culture specific and depend on the context and circumstances in which the communication takes place.

Q.10 What do the following non-verbal cues communicate: [M-16]

- (i) Hand on hip (ii) A lopsided grin

Ans.: (i) Hands on hip → Aggression, power
(ii) A lopsided grin → Conflicting emotions, sarcasm, mischievous mood.

Q.11 What role does non-verbal communication play in making oral presentations more effective? [D-15]

Ans.: Appearance, facial expression, eye contact, postures, and gestures all communicate one's interest, enthusiasm, dynamism, intention and confidence to your audience. Dressing effectively creates a positive impression. Have a relaxed and firm postures. Gestures should enhance and not distract the audience from the message. Make real eye contact with your audience. Voice can serve as an important tool to support the verbal message. The tone, pitch, rate and volume reflect the presenter's attitude about yourself, your message and your audience.

Q.12 Explain non-verbal communication. [M-17]

Ans.: Refer answer of Q.11

Q.13 What do the following aspects of body language suggest? Erect posture, open palms, yawning, raising an eyebrow. [D-15]

Ans.: Erect posture – Confidence, attitude
Open palms – Acceptance
Yawning – Bored, Disinterested, Tired
Raising an eyebrow – Disbelief, Questioning look

Q.14 Interpret the following gestures: [D-16]

- (i) Frequently playing with tie, buttons or paper weight,
(ii) Arms folded across the chest.

Ans.: (i) Frequently playing with tie, buttons or paper weight.
In body language, fiddling with an object indicates nervousness, restlessness and is a distracting activity.
(ii) Arms folded across the chest.
Crossing arms across the chest is the classic gesture of defensiveness which indicates insecurity and uncertainty.

Q.15 State whether following statements are True or False: [D-13]

- (i) Acting is a form of communication
(ii) Body language is less important than verbal language.
(iii) The meaning of the message is not in the words

(iv) Extreme emotion enhances communication.

Ans.: (i) True (ii) False (iii) True (iv) False

Q.16 Answer in one sentence any two of the following: [D-13]

(i) What is paralanguage?

(ii) State whether you would use oral or written communication for completing the lease of your apartment and explain why.

(iii) Why is oculesics important in communication?

Ans.: (i) Paralanguage includes vocal elements as: voice, volume, pitch, pronunciation, stress, pause, pace and even silence.
 (ii) I would use written Communication. The reason is that a signed document becomes official and serves as a permanent record for future reference.
 (iii) Oculesics is the study of eye movements or eye contact which helps to regulate the flow of communication and it signals interest in others. Furthermore, eye contact with audiences increases the speaker's credibility. Eye contact is a direct and powerful form of non-verbal communication.

Q.17 Hand gestures are used for emphasis and give meaning to our words. Write a short note on support this statement. [D-13]

Ans.: Hand gestures are used for emphasis and give meaning to our words. The best, most charismatic speakers know how to add value to their speech through effective hand gestures. In short, they know how to speak with their hands. Hand gestures are a great way of reinforcing what one is saying. They enable individuals to communicate a variety of feelings and thoughts in addition to words and related aspects of body language. Hand gesture may be voluntary or involuntary, have different connotations across various cultures across the globe and are an indispensable accompaniment to one's speech. For example, the clenched fists shows how determined one is, pointing should be used with caution as it can seem accusatory and listing numbers on fingers can help to enumerate points with ease.

Q.18 List any two differences between body language and paralanguage. [D-13]

Ans.: **Body Language:**

1. The study of body movement is known as kinesics. Body movements include gestures, facial expressions and other physical movements.
2. Dressing and physical appearance are other important forms of nonverbal communication. It is believed that physical appearance determines the success a person will attain at every stage of his life.

Paralanguage:

1. It refers to the voice quality, volume, pitch, speed and non-fluencies (like 'ah', 'um', or 'uh') used to convey a message.
2. It helps to convey information about the attitude of the speaker. Sometimes there may be a contradiction between what a person says and what his actions indicate.

Q.19 "The face is the index of the mind" Discuss. [D-16]

Ans.: Non-verbal cues often speak louder than words because people connect what they see. Facial expressions are an important component of nonverbal communication. A speaker should ensure that his/her facial expressions are closely aligned to what is being verbally spoken. This increases the likelihood of trust being established. A

listener should also be conscious of his/her facial expressions as they indicate level of interest in the message being communicated. Facial expressions are used to convey various emotions such as anger, grief, happiness, contempt, fear and confusion, among other feelings. They can be voluntary or involuntary. Hence, “the face can be considered as the index of the mind”.

Q.20 Write short notes on Haptics.

[D-16]

Ans.: Haptics

Haptics is a study of the form of non-verbal communication by which people and animals communicate via touching. Touches that can be defined as communication include handshakes, holding hands, back slap, “high-five”, shoulder pat, kissing, embracing, etc. Each of these send out powerful non-verbal messages and cause feelings in receiver. Touching is treated differently from country to country and person to person. A hand on the shoulder may be interpreted as a supportive gesture by one and as several advance by another. Communication by touch is extremely important for human beings in developing interpersonal relationships and vital in conveying physical intimacy.

Q.21 Discuss the paralinguistic aspects of effective communication.

[D-16]

Ans.: Paralanguage (beyond language) refers to vocal communication that is distinct from actual language. This includes aspects such as tone of voice, loudness, pitch, voice modulation, pauses, etc. The ‘way’ something is said has a powerful impact on ‘what’ is said when said in a strong tone of voice, listeners might interpret enthusiasm. When the same words are said in a hesitant tone of voice, they might convey nervousness and a lack of interest. Some aspects of a paralanguage:

- 1) *Pronunciation*: The current and appropriate method to utter words
- 2) *Enunciation*: Pronouncing clearly and accurately
- 3) *Rate of speech*: The speed with which speakers deliver their speeches/communication. Too many words for minute may distort the listener’s ability to grasp the meaning.
- 4) *Pitch*: The high pitch or low pitch of one’s voice impacts the import of the delivery. Ensuring the right pitch for the right occasion is important.
- 5) *Pauses*: Pauses are like punctuations in a written message. They can be used to great effect by experienced speakers and give deliberate thinking time to the audience.
- 6) *Voice Modulation*: Experienced speakers have a good control over the quality of their voices. Variation in the pitch and tempo adds ‘flower’ to the message.
- 7) *Intonation*: The rise and fall of the voice in speaking and can even signal the attitudes and emotions of the speaker.

Paralanguage has more to do with the non-lexical aspects of spoken communication and may be expressed consciously or involuntarily.

Q.22 State whether the following statements are true or false:

[D-14]

- (i) **Silence speaks louder than words.**
- (ii) **One should write to impress.**
- (iii) **Engineers do not require Communication Skills.**
- (iv) **Acting is a form of Communication.**

Ans.: (i) Silence speaks louder than words: True

- (ii) One should write to impress: False
- (iii) Engineers do not require Communication Skills: False
- (iv) Acting is a form of communication: True

Q.23 Answer the following in five-six sentences each: [D-14]
"Silence speaks louder than words". Discuss.

Ans.: It is correctly said that silence speaks louder than words. It can be used in multiple ways to express a large pool of feelings such as consent, agreement, disagreement, indifference, acknowledgement etc.

A person may use more of silence in order to emphasize on a certain point. It is considered to be effective if one takes a short pause (silence) amidst his conversation in order to make his point clear and/or provide it with leverage. Silence may also be used to avoid hurting someone's feelings, as they say it is test to remain silent when than using harsh words against someone. Thus we can establish that silence may be used to convey words of ideas, just like words do and hence may also be the most effective way of communication.

Q.24 Role of silence in communication. [D-13]

Ans.: Silence is an important communication tool. It can be an effective technique to encourage feedback. Saying nothing is saying a lot. Silence says that you are open to being 100% present in the moment, open to learning, and open to truly understanding the other person's ideas, feedback, input, thoughts and feelings; it says that you are open to the positive development of the relationship. Charlie Chaplin and other famous actors of silent movies may be considered to be pioneers in non-verbal communication skills as they conveyed meaning of their acting without uttering any dialogue. Silence can serve many functions in a conversation and how one manages it determines one's level of sophistication in communication.

Allowing silence in a conversation puts pressure on the other person.

- Silence can indicate hostility or disagreement.
- Silence can indicate profoundness, such as respect, awe or horror.
- Silence can indicate contemplation.
- Silence can be intentional rudeness.
- Silence can create a listening space and can indicate empathy.

Silence can be of various types such as:

Dumb silence comes from apathy or lack of involvement.

Baffled silence is when we fail to grasp something and have no response.

Noisy silence where we resent what is going on, and are responding loudly in our own heads, but show a studied sullenness to the world outside.

Cold silence is when a person ignores and rejects the other person.

Numb silence is when a person finds himself speechless.

Q.25 Write short note on Silence. [M-17]

Ans.: Refer Answer of Q.24.

1.3 BARRIERS TO COMMUNICATION

There are many barriers to communication and these may occur at any stage in the communication process. Barriers may lead to your message becoming distorted and you therefore risk wasting both time and/or money by causing confusion and misunderstanding. Effective communication involves overcoming these barriers and conveying a clear and concise message. The major effect of communication barriers is that they lead to information becoming distorted. The message will not be received exactly as it was intended. The sender must, therefore, follow up and seek feedback from the receiver to ensure the message is clearly understood. Failure to ensure that the message was received as it was intended will lead to misunderstandings and conflict between the communicating parties. Once a conflict arises a total breakdown of communication may occur because parties will be talking at each other and not to each other. To ensure the impact of barriers are not felt active listening, reflection on message and seeking clarification must be practiced.

Mechanical Barriers:

Mechanical communication barriers are technical sources of interference in the communication process. A mechanical barrier stems from a problem in machinery or instruments used to transmit the message. This is not limited to media forms such as radio and television; it also includes machines used by those with hearing or speech impairments. Examples of mechanical communication barriers are noisy communication machines or instruments, absence of means of communication instruments, transmission interruption and power failure.

Physical Barriers:

The major environmental / physical barriers are Time, Place, Space, Climate and Noise. Some of them are easy to alter whereas, some may prove to be tough obstacles in the process of effective communication. These factors may just cause distraction leading to inattentiveness or totally alter the message, causing miscommunication. An example of a physical barrier to communication is geographic distance between the sender and receiver. Communication is generally easier over shorter distances as more communication channels are available and less technology is required. When messages are sent by the sender, physical barriers like doors, walls, distance, etc. do not let the communication become effective. Disturbance in hearing due to noise, physical or neurological impairment, message not being sent in chat, etc. are some examples of physical barriers of communication.

Internal and External Barriers:

Barriers can be internal or external. Examples of internal barriers are fatigue, poor listening skills, attitude toward the sender or the information, lack of interest in the message, fear, mistrust, past experiences, negative attitude, problems at home, lack of common experiences, and emotions. Examples of external barriers include noise,

distractions, e-mail not working, bad phone connections, time of day; sender used too many technical words for the audience, and environment.

Q.1 Explain any 2 psychological barriers. [M-14]

Ans.: Psychological barriers refer to the problems of understanding, interpretation and response to communication which arise from our personal attributes. Psychological barriers are related to the mind of an individual which controls the behavior.

- **The Halo Effect and Horns Effect** means a tendency to allow one's judgment of another person to be unduly influenced by an unfavorable (horns) or favorable (halo) impression based on appearances, interactions and knowledge. An individual either likes others because of his preferences or dislikes others due to his prejudice. It can bring about favoritism or partiality, both of which ruin the communication process.
- **Rigidity/Closed Mind** refers to people who are intolerant of the beliefs and opinions of others; and also are obstinately unreceptive to new ideas. A rigid mind is resistant to change. A closed mind likes to follow one's own ideas.

Q.2 Name and explain any 2 types of Organizational barriers briefly. [D-16]

Ans.: Organizational barriers refer to the hindrances or obstacles that occur during the communication process within the organization. Because of such barriers, productivity and employee morale could be affected two types of organizational barriers are:

- (i) **Status Barrier:** The formal division of employees into categories on the basis of their level/status in the organizational hierarchy acts as a barrier in communication, especially when it moves from the subordinate to the superior levels.
- (ii) **Complexity in organizational structure and policies:** The greater the number of organizational policies and stringent rules and regulations the more are the chances of communication failure. Also, the greater the number of managerial levels, the more complex the communication gets.

Q.3 Explain briefly semantic/linguistic barriers with suitable examples. [D-15]

Ans.: Semantic or Linguistic barriers are obstacles or hindrances that arise due to language, words, pronunciation and meanings and punctuation. Poorly chosen words, lack of coherence, poor organization of ideas, unnecessary jargons, verbosity, clichés, overloaded ideas and awkward sentence structure can block the smooth flow of communication. e.g.: The principal of our institution is a lady is correct. The Principle of our institution is a load is incorrect. The reason is that the meaning of 'principal' is head of the institution and 'principle' means belief.

Example: 'Woman without her man is nothing'. This sentence says that woman is important in a man's life. 'Woman without her man, is nothing' – this sentence says that man is important in a woman's life.

Q.4 Identify the barrier: [D-16]

- (i) It was so chaotic outside that I couldn't understand a single word.
- (ii) A sign board read, "Fine for parking".

Ans.: (i) Noise, Physical barrier
(ii) (Homonym 'Fine' can confuse the reader)

Semantic or Language barrier

Q.5 Identify the barrier: [M-16]

- (i) A young girl shouts at her mother, "You just don't understand."
- (ii) A young father is unable to work on his report because of the baby's crying loudly.
- (iii) In a social gathering the men are having a discussion on why women cannot drive properly.

Ans.: (i) Generation gap, socio-psychological barrier.
 (ii) Noise, Physical barrier.
 (iii) Stereotyping, Socio-psychological barrier.

Q.6 Identify the barrier. [M-17]

- (i) The Accounts officer, who always did his calculations manually, could not work on computing machine.
- (ii) A signboard read, "Fine for Parking".

Ans.: (i) Mechanical barrier (Lack of knowledge of modern media)
 (ii) Linguist barrier (The word "fine" can be interpreted both as "alright" or "penalty").

Q.7 What is jargon? How does it affect the understanding of the receiver? Explain with an example. [D-13]

Ans.: The fundamental aim of any communication is to achieve an understanding response. Uses of jargon, unfamiliar technology, and specialized words create a type of language barrier. Using overly complicated language or technical jargon, therefore, can be a barrier to communication. One must keep in mind the understanding level of the audience and avoid complicated jargon. It is better to use simple language to ensure understanding by a broad spectrum of users. An example of jargon is the inability of school students to grasp a lecture on health care by a medical practitioner in which a lot of medical terminology was used. In another example, the Chief Guest using highly technical and scientific terms in his speech on the Big Bang experiment while addressing commerce students.

Q.8 State whether the following statements are true or false: [M-15]

- (i) The quality of communication is a source of motivation and can improve human relations.
- (ii) There could be no semantic barriers if all people spoke the same language.
- (iii) The eyes have one language everywhere.
- (iv) Socio psychological barriers can be overcome only by one's own efforts.

Ans.: (i) True (ii) False (iii) True (iv) True

Q.9 You are supposed to appear for a viva. Highlight three aspects of oral communication that you will bear in mind while answering.

Ans.: Viva involves face to face communication where my knowledge, presentation skills as well as confidence levels are put to test by the examiner.

Three verbal aspects of oral communication that I will bear in mind are:

- (a) I should answer directly and to the point, without any digression from the question asked.
- (b) I should supplement my answer with appropriate examples and the necessary explanation to add value.
- (c) I should be articulate, express myself clearly and answer questions in a logical manner and with a structured approach.

Three nonverbal aspects of oral communication that I will bear in mind are:

- (a) I should establish proper eye contact with the examiner and my posture and gestures should exude confidence.
- (b) My voice should be audible, well-modulated and my language (spoken words) should have proper pronunciation and accent.
- (c) I should ensure that my appearance, formal attire and grooming are appropriate to suit the occasion.

Q.10 Dr. Bose booked a flight ticket to attend a conference. On the day of departure he went on time to the airport as was mentioned in the ticket. Once he reached the counter he was told that the flight was rescheduled one hour early, and the passengers were informed through SMS which he did not receive because of poor network service. [M-15]

(i) Identify the barriers in the given situation.

(ii) How can such situation be avoided?

Ans.: (i) *Mechanical Barrier:* Poor network service and choice of inappropriate medium for important communication.
Psychological Barrier: Assumption by the airlines staff that passengers will receive and check their SMS.

- (ii) • The airlines industry is a service-based industry and all measures should be taken to ensure that every passengers has a hassle free flight experience.
- Alternative contact numbers and e-mail address should be taken from passengers during flight ticket booking.
- The airlines communications staff should have a mechanism in place by which it can be confirmed that information on the flight being rescheduled has reached all concerned passengers well-in-advance.
- Calls should be personally made (prerecorded if necessary) as far as possible, instead of sending messages.
- Calls should be personally made on alternative contact numbers to those passengers to whom messages could not be delivered on their primary contact numbers.

Q.11 Nothing is so simple that it cannot be misunderstood. In the light of this statement name the different types of barriers and explain any two them briefly. [M-16]

Ans.: Clear accurate communication is essential in order to avoid misunderstandings, offenses and hurt. Barriers or hurdles in the way of smooth communication may occur in the process such as:

- (i) Physical Barriers: (Noise, Distance, Environmental etc.)
- (ii) Mechanical Barriers: (Lack of knowledge of modern media, mechanical faults, poor network, etc)

- (iii) Socio-psychological Barriers (Stereotyping, Prejudice, Generation Gap, Nervousness)
- (iv) Cross-cultural Barriers (Differences in perceptions arising out of way of dressing, eating, talking etc. across different cultures)
- (v) Semantic Barriers (Language discrepancy, mis-pronunciation, homonyms etc.)

Semantic or Linguistic barriers may occur because of misunderstandings arising out of words which have similar pronunciation, but different meanings such as: Wait/weight, Be/Bee, Hour/Our, Their/There/They're etc. Language barriers may arise when there is a lack of a common language between the communicators, differences in accents, dialects, use of jargon and slang, literacy and linguistic ability, grammar and spelling, and poor articulation to mention a few reasons.

Cultural diversity makes communication difficult as various cultures give rise to different gestures, behaviors, languages, opinions and social norms.

Communication shapes culture and culture shapes communication. How well we communicate is determined not by how we say things, but on how well we are understood.

Q.12 Explain various types of Socio- Psychological Barriers. [M-17]

Ans.: Problems of understanding, interpretation and response to communication also arise from both socially learned attributes and our personal attributes. These are called socio-psychological barriers. While sociological barriers arise from the circumstances and environment in which an individual grows, psychological barriers are related to the mind of an individual which controls the behavior. Some of the obvious and frequent barriers are mentioned below:

- 1) **Self-Image:** Often people have high self-image or low self-image. Individuals belonging to this know-it-all attitude tend to believe that they know everything about any subject and thus do not have an ear to others. This malady affects the sender too.
- 2) **Snap Reactions:** It is a reaction passed quickly and without deliberation. Impulsive reactions spoken in a sharp or rude voice can act as a problem with the communicator. The listener too can react quickly without letting the sender complete his speech.
- 3) **The Halo Effect and Horns Effect:** means a tendency to allow one's judgment of another person, to be unduly influenced by an unfavorable (horns) or favorable (halo) impression based on appearances, interactions and knowledge. An individual either likes because of his preferences or dislikes due to his prejudice. It can bring about favoritism or partiality, both of which ruin the communication process.
- 4) **Rigidity, Closed Mind:** This refers to people who are intolerant of the beliefs and opinions of others; and also are obstinately unreceptive to new ideas. A rigid mind is resistant to change. A closed mind likes to follow one's own ideas.
- 5) **Emotions:** Negative emotions like fear, tension, anxiety, anger, nervousness, jealousy can distort the message to a large extent. On the other hand, positive emotions such as joy, happiness, excitement interfere less with the flow of communication.
- 6) **Impatience:** The pace of the system moves at a faster rate, so the individuals become impatient. Hasty reading and limited understanding of

communication creates a barrier. Impatience leads to hasty judgments or wrong decisions or inappropriate conclusions.

- 7) **Distrust, Fear, and Threat:** In an environment containing such forces, the message will be viewed with skepticism. In line of threats, people tend to be defensive.
- 8) **Status Barrier** may be professional or social. The high and low hierarchy in an organisation, superior and subordinate relationship impedes the free flow of information.
- 9) **Tendency to Stereotype and jump to conclusions:** Caste, class, race are some other sociological barriers observed throughout the world. People tend to categorize others on the basis of caste (high/low), the financial status (rich class/poor class), nationality (Indian/American etc.), religion (Jew/Muslim), colour too (whites/blacks) etc. These notions of different categories build a barricade which hamper communication and contribute to the sociological barriers.
- 10) **Inattentive listening:** If the receiver is preoccupied with something else and is concerned with other issues, he may fail to react to the message, talk, bulletin, notice or circular. Since the receiver is not able to give sufficient attention, the message may fail to register in his mind.
- 11) **Loss of retention:** Retaining messages in the memory is a difficult process. It applies to both oral and written messages that are circulated. However, if a copy of the written message is available, persons can refer to it again and again. It is said that people remember:
 - 10 % of what they read
 - 20 % of what they hear
 - 30 % of what they see
 - 50 % of what they see and hear
 - 70 % of what they say
 - 90 % of what they say as they perform the task

Cross Cultural Barriers

Q.13 Explain in detail cultural barriers.

[D-17]

Ans.: Culture can be understood as the sum total of the ways of living built by a group and transmitted from one generation to another. Cross cultural barriers arise because there are significant differences amongst people. These differences are reflected in some of the following areas:

- 1) **Languages** are a direct reflection of culture and every language is unique in its own way. For example, idioms and phrases of one language can hardly ever be translated in another language; it is not possible to get an exact translation of 'Every dog has its day' in Hindi. Moreover, even in the same language connotations of words differ from culture to culture - 'yes' for an American usually means 'yes I agree', whereas to an Asian, like the Japanese it means 'yes I am listening'.
- 2) **Concept of time** also varies from culture to culture. Asians have a very relaxed attitude towards time whereas Europeans and most specially, Germans are very particular about time in both their personal and professional relationships.
- 3) **Concept of space** can be understood as the distance between speakers. This concept of space differs from culture to culture. For example, North Americans view personal space as a right and therefore one can see them

patiently waiting in queues; on the other hand, in cultures like Indians space belongs to all and thus they jostle for space when boarding trains or entering theaters or malls.

- 4) **Nonverbal communication** also differs from culture to culture. Body language, gestures, attire, connotations of colour etc. have different meanings depending on the culture. For instance, the thumbs up sign have a positive connotation in most cultures but in the Arabian country it is an obscene gesture; white is worn during weddings in European countries whereas in a country like India it is the colour of mourning.

Q.14 Match the columns:

A		B	
a)	use of jargon	i)	physical barrier
b)	resistance to change	ii)	barrier in written communication
c)	Hierarchical structure	iii)	mechanical barrier
d)	faulty punctuation	iv)	psychological barrier
e)	Stuttering	v)	semantic/linguistic barrier
f)	Power failure during oral presentation	vi)	faulty medium
		vii)	status barrier

Ans.:

A		B	
a)	Use of jargon		Semantic / Linguistic barrier
b)	Resistance to change		psychological barrier
c)	Hierarchical structure		status barrier
d)	Faulty punctuation		barrier in written communication
e)	Stuttering		physical barrier
f)	Power failure during oral presentation		mechanical barrier

1.4 COMMUNICATION AT THE WORKPLACE

CORPORATE COMMUNICATION

Q.1 What do you understand by Corporate Communication?

Ans.: Corporate communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable point of view among stakeholders on which the company depends. It is the messages issued by a corporate organization, body, or institute to its audiences, such as employees, media, channel partners and the general public. Organizations aim to communicate the same message to all its stakeholders, to transmit coherence, credibility and ethic. Corporate Communications help organizations explain their mission, combine its many visions and values into a cohesive message to stakeholders. The concept of corporate communication could be seen as an integrative communication structure linking stakeholders to the organization.

Q.2 What are the main methods of corporate communication?

Ans.: Three principal clusters of task-planning and communication form the backbone of business and the activity of business organizations. These include management communication, marketing communication, and organizational communication.

1. Management communication takes place between management and its internal and external audiences. To support management communication, organizations rely heavily on specialists in marketing communication and organizational communication.
2. Marketing communication gets the bulk of the budgets in most organizations, and consists of product advertising, direct mail, personal selling, and sponsorship activities.
3. Organizational communication consist of specialists in public relations, public affairs, investor relations, environmental communications, corporate advertising, and employee communication.

Q.3 What are the responsibilities of corporate communications?

- Ans.:**
1. Promote the profile of the "company behind the brand" (corporate branding)
 2. Minimize discrepancies between the company's desired identity and brand features.
 3. Delegate tasks in communication.
 4. Formulate and execute effective procedures to make decisions on communication matters.
 5. Mobilize internal and external support for corporate objectives.
 6. Coordinate with international business firms.

Q.4 What do you mean by Corporate branding?

Ans.: A corporate brand is the perception of a company that unites a group of products or services for the public under a single name, a shared visual identity, and a common set of symbols. The process of corporate branding consists creating favorable associations and positive reputation with both internal and external stakeholders. The purpose of a corporate branding initiative is to generate a positive halo over the products and businesses of the company, imparting more favorable impressions of those products and businesses.

Q.5 What do you understand by Corporate Social Responsibility?

Ans.: Corporate responsibility (often referred to as corporate social responsibility), corporate citizenship, sustainability, and even conscious capitalism are some of the terms bandied about the news media and corporate marketing efforts as companies jockey to win the trust and loyalty of constituents. Corporate responsibility (CR) constitutes an organization's respect for society's interests, demonstrated by taking ownership of the effects its activities have on key constituencies including customers, employees, shareholders, communities, and the environment, in all parts of their operations. In short, CR prompts a corporation to look beyond its traditional bottom line, to the social implications of its business.

Case Studies on Corporate Communication:

a) Tesco's move into Korea offers a classic case study of building market share internationally. The company made some smart moves in their Korean expansion, most notably partnering with Samsung, the leading Korean conglomerate, and embracing the Korean way of life by operating stores as local businesses and community centers. Tesco also made a smart move by employing nearly 100% Koreans on staff, with only 4 British employees out of 23,000. Reports indicate that Tesco's intelligent strategy has won over shoppers in Seoul, with 25% of Koreans signed up for loyalty cards and sales in the billions, finding success in "cracking the Asian tiger," where competitors such as Carrefour and Wal-Mart have failed.

b) An important retirement issue is one of lost knowledge. What happens when retirees leave the office, taking years of experience and know-how right along with them? Businesses lose all of that knowledge, but according to American Express, it doesn't have to be that way. Through a pilot program, AMEX created a workforce transformation group that would allow retiring participants to gradually give up some of their day to day responsibilities. In return, the employees would spend some of this time mentoring and teaching classes to successors. This resulted in a phased retirement, allowing employees to leave gradually and enjoy more time while still enjoying a portion of their previous salary, and regular benefits. This also meant that some employees stayed a year or more past traditional retirement age. AMEX believes this program is a success, allowing senior employees to enjoy their last years of work in a reduced capacity, as well as educating the existing workforce for future success.

LISTENING

Q.3 “Hearing is natural, listening needs effort.” Explain the statement with reference to techniques to be an effective listener. [M-14]

Ans.: Effective listening requires both deliberate efforts and a keen mind. Good and effective listener tries to give maximum amount of thought to the speaker's ideas being communicated, leaving a minimum amount of time for mental exercises to go off track.

Hearing is unintentional & continuous. Listening is Intentional and specific. Listening involves reception of sounds, recognition of sounds and comprehension of sounds. It is a psychological and neurological process. Hearing is physiological process. Hearing is an ability and listening is a skill. Hearing is primary stage and listening is advanced.

Techniques: Maintain eye contact, Be attentive, but relaxed, Keep an open mind, Don't interrupt and don't impose your “solutions”, ask questions only to ensure understanding etc.

Q.4 What steps should be taken to ensure good listening? [M-16]

Ans.:

- Listening is a conscious act. So we should discover what our interests are and then we would be motivated to listen to topics related to them.
- We should try to grasp and understand the matter/ content and be open to accept new ideas and information.

- We should remain calm even if the speaker's and our ideas differ. We should try to put ourselves in the position of the speaker and observe things from his view point. This will help create an atmosphere of mutual understanding and improve the exchange of ideas in the communication process.
- While listening attentively we should avoid distractions such as checking message on mobile phones and conversations with those seated beside us.
- We should jot down and take a note of important points.

Q.5 With the help of an example explain appreciative listening. [M-16]

Ans.: Appreciative listening:

Appreciative listening is a type of listening where the listener seeks to listen to something he/she appreciates. Our application of what we listen to depends on our individual tastes, presentation, perception and previous pleasant experiences. For example, I enjoy listening to Kishore Kumar's songs because of the melody and quality of his voice. One uses appreciative listening when listening to good music, poetry, baby talk or maybe even the speeches of a great orator or teacher.

Q.6 Write a short note on the features of hearing and listening. [D-13]

Ans.: The features of listening and hearing: Hearing is a natural and passive activity while listening is active and requires effort. This is the reason why after having actively listened to somebody, the listener feels tired. The only physical organ required in hearing is the ear. We hear when sound waves hit our ear drum and these vibrations are then sent to the brain as electromagnetic impulses. On the other hand, listening is done with the whole face, and more importantly, the mind. It involves complex things like the knowledge level of the listener, his/her attitude towards the speaker.

Q.7 Your friend wishes to be a more effective listener. What tips would you give him/her? [D-15]

Ans.: At work effective listening means fewer errors and less wasted time. At home, it helps develop resourceful, self-reliant kids who can solve their own problems. Listening builds friendships and careers, it saves money and marriages.

Here are some tips to help my friend to develop effective listening skills:

Step 1: Face the speaker and maintain eye contact

Step 2: Be attentive, but relaxed.

Once you maintain an eye contact and establish and maintain. Relax and be easy. Do not stare into the other person's eye fixedly. You can look around here and there and be comfortable but be attentive and carry on the conversation like a normal person. The important thing is to be available and attentive and give the required importance and concentration.

The dictionary explains the word 'attend' another is to:

- Be present
- Give attention
- Apply or direct yourself
- Pay attention
- Remain ready to serve

Step 3: Keep an open mind

Step 4: Listen to the words and see to picture what the speaker is saying.

Step 5: Do not interrupt and don't impose your 'solutions'

Step 6: Wait for the speaker to pause to clarify questions.

Step 7: Ask questions only to ensure understanding.

Step 8: Try to feel what the speaker is feeling.

Step 9: Give the speaker regular feedback.

Q.8 Explain the various stages of active listening. [D-15]

Ans.: Listening is defined as the art of hearing and understanding what someone is saying. It is a process that includes attending, perceiving, interpreting, assessing and responding. In active listening, people listen attentively to understand and remember what they are hearing. The following are the skills to be followed for active listening. Attention skills: Correct posture of involvement with appropriate body motion, eye contact and non-distractive environment, **following skills:** attentive silence along with minimal distraction encourages are needed, **reflecting Skills:** Paraphrasing the vertical content along with reflective feelings and reflecting meanings is needed.

Q.9 "Good listening skills are not inherited, they can be inculcated". Explain. [D-16]

Ans.: Listening is the mother of all communication skills and is a significant part of the communication process. It is the ability to accurately receive and interpret messages in the communication process, without which communication breaks down. Good listening skills can be inculcated by some strategies such as:

- Stop talking and being receptive to the communication
- Prepare yourself to listen and to give 100% attention
- Limit distractions deliberately.
- Put the speaker at ease with positive non-verbal cues.
- Be patient, do not interrupt
- Empathize and try to understand the other perspective
- Avoid prejudice, pre-conceived notions
- Be aware of body language/non-verbal communication
- Ensure that availability/environment is appropriate

Effective listening requires concentration and interest, not just words.

SHORT SPEECHES:

Monologue:

A monologue is a speech presented by a single character, most often to express their mental thoughts aloud, though sometimes also to directly address another character or the audience. Monologues are found in films, plays, and poetry. The purpose of writing in monologue is to convey an idea or viewpoint through words.

Informative Speeches that Center on People, Events, Processes, Places, or Things:

An informative speech is one that intends to educate the audience on a particular topic. There are many different types of informative speeches, including speeches that describe the conditions of a subject and speeches that instruct the audience on how to perform an action. The main goal of an informative speech is to provide enlightenment regarding a specific topic the audience knows nothing about. It may demonstrate how to use a new type of software, explain a new concept in the field of science, describe an expedition an archaeologist took, or provide details about a person of interest that the audience wants to learn more about. The topics covered in an informative speech should help the

audience to understand a subject better and to remember what they learned later. The goal of this type of speech isn't to sway the audience to the speaker's point of view. Instead, the details need to be laid before the audience so that they can make an educated decision or learn about a subject they are interested in.

The four types of informative speeches are definition, explanatory, descriptive, and demonstrative.

Persuasive Speeches to Persuade, Motivate or Take Action:

Persuasive speeches aim to convince the audience to believe a certain view. A persuasive speech is a specific type of speech in which the speaker has a goal of convincing the audience to accept his or her point of view. The speech is arranged in such a way as to hopefully cause the audience to accept all or part of the expressed view. Though the overarching goal of a persuasive speech is to convince the audience to accept a perspective, not all audiences can be convinced by a single speech and not all perspectives can persuade the audience. The success of a persuasive speech is often measured by the audience's willingness to consider the speaker's argument.

An example of a persuasive speech is a sales pitch. During a sales pitch, the speaker is trying to convince the audience to buy his or her product or service. If the salesperson is successful, the audience (the person being sold to) will choose to purchase the product or service. Another example is a lawyer giving a closing argument in court, arguing about whether the defendant is innocent or guilty of the crime.

Special Occasion Speeches for Ceremonial, Commemorative, or Epideictic purposes:

A special occasion speech is a speech given to commemorate a special event or person. While standing before friends, family or colleagues seems pretty simple, there are a few things to know: Keep the speech brief; under ten minutes is plenty of time, keep it light and relaxing, direct it to the audience.

Types of Special Occasion Speeches.

A **eulogy** is a speech that honors a deceased person. This type of speech is generally written and delivered by a family member or close friend of the departed. A eulogy can be a reflection of a person's life.

A **toast** is when we offer up a drink to wish someone good luck. Usually, a toast is given at a wedding or some other celebratory occasion.

An **introductory speech**. This is really simple. It means introducing someone to the audience. You may have to do this to introduce a new employee, a keynote speaker or even a special guest.

A **tribute or commemorative speech** is a speech designed to honor someone or something. They are done for several occasions, like anniversaries, retirements, memorial services or even reunions.

A **roast** is a particular kind of toast that is humorous and pokes fun at the honored person in a friendly way. A roast might be given for someone who is moving away or has achieved noteworthy success in her or his lifetime.

A **presentational speech** is given while presenting an award or prize. The primary purpose of this speech is to give recognition to the recipient and his or her accomplishments pertaining to that specific award.

The presentation of an award is usually followed by an **acceptance speech**, which the recipient delivers upon immediate receipt of the award. This speech gives the recipient an opportunity to show appreciation for the award as well as humility and grace.

A **keynote address** is a speech that represents the essential or common theme of a convention, conference, or other large gathering. Most conferences, expositions, or conventions are usually organized around a central idea, and the keynote address is what summarizes the central message revolving around the general theme.

A **commencement speech** is given to mark the occasion of a college's graduation ceremony during which diplomas are awarded to graduating students. The commencement speech is celebratory in nature in that it marks an important milestone in the graduates' lives.

An **after-dinner speech** is a unique kind of special occasion speech. An after-dinner speech has as its general purpose to entertain, and yet informs an audience about one or more particular issues.

Conversation

The art of conversation is a necessary skill for almost everything in life. Conversations introduce you to people, important people who could be your mentors, employers, employees, partners or friends. Without conversations as the foundation for those relationships, you'll have a hard time building a social circle, starting a business or advancing your career. Once a conversation gets going, you should have little problem maintaining that momentum—but for most of us, getting it started is the hardest part.

Compliments are the best possible way to begin a conversation. Small talk is what leads the way to deeper conversation. Questions are conversational lubricants. If you go into a conversation and immediately begin dominating it with your own anecdotes, comments and explanations, the other person may immediately become disinterested. Instead, try to keep the focus on them as much as possible. Try to keep the conversation as light and approachable as possible.

Short Group Presentations on Business Plans:

A business plan is a written description of a business's future, a document that tells the reader what is the plan to do and how will it be achieved. It outlines the basics about a business's products, and services; the market that is being targeted; the business goals; and strategies to achieve those goals. A business plan is one of several important plans one should have when one is starting a business, the others being a marketing plan and a financial plan. A business plan should pull all three of these plans together, incorporating elements of the marketing plan and the financial plan into a comprehensive

document. A business plan is a map or blueprint that will guide a business from the start-up phase through establishment and eventually business growth. A business plan is required if one is going to apply for a bank loan, pitch the business to investors, or bring in a business partner.

A one-page business plan is a streamlined and brief business plan that one can use as as a starting point for a traditional business plan. It can include Vision, Mission, Objectives, Strategies, unique selling proposition, Start-up Capital, Anticipated Expenses, Desired Growth, and Action Plan.

Q.1 How can one be an effective speaker?

[M-14]

Ans.: Effective public speaking is an art. Some techniques to be an effective speaker are:

- **Engage Your Audience:** Make eye contact. Whether you are speaking or listening, looking into the eyes of the person with whom you are conversing can make the interaction more successful. Eye contact conveys interest and encourages your partner to be interested in you in return.
- **Know your audience:** Knowing your audience makes the experience easier. Ask and answer questions.
- **Practice:** Developing advanced communication skills begin with simple interactions. Communication skills can be practiced every day in settings that range from the social to the professional. New skills take time to refine, but each time you use your communication skills, you open yourself to opportunities and future partnerships.
- Have courage to say what you think. Be confident in knowing that you can make worthwhile contributions to conversation. Take time each day to be aware of your opinions and feelings so you can adequately convey them to others.
- **Use gestures:** These include gestures with your hands and face. Make your entire body talk. Use smaller gestures for individuals and small groups. The gestures should get larger as the group that one is addressing increases in size.
- **Enunciate your words:** Speak clearly and don't mumble. If people are always asking you to repeat yourself, try to do a better job of articulating yourself in a better manner. Animate your voice. Avoid a monotone and use dynamics. Your pitch should raise and lower periodically. Use appropriate volume. Use a volume that is appropriate for the setting. Speak more softly when you are alone and close. Speak louder when you are speaking to larger groups or across larger spaces.

Q.2 Write short note on qualities of Good Speaker.

[D-17]

Ans.: Refer Answer of Q.1

