



UNIT 1: Organizational Communication

1. Meaning of communication

Communication is a process involving the transmission and interchange of ideas, facts, feelings, or courses of action through the use of mutually understood signs and semiotic rules.

2. Importance of communication

- (i) Communication promotes motivation by informing & clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to mark.
- (ii) Communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.
- (iii) Communication also plays a crucial role in altering individual's attitudes, i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, meetings and various other forms of communication help in moulding

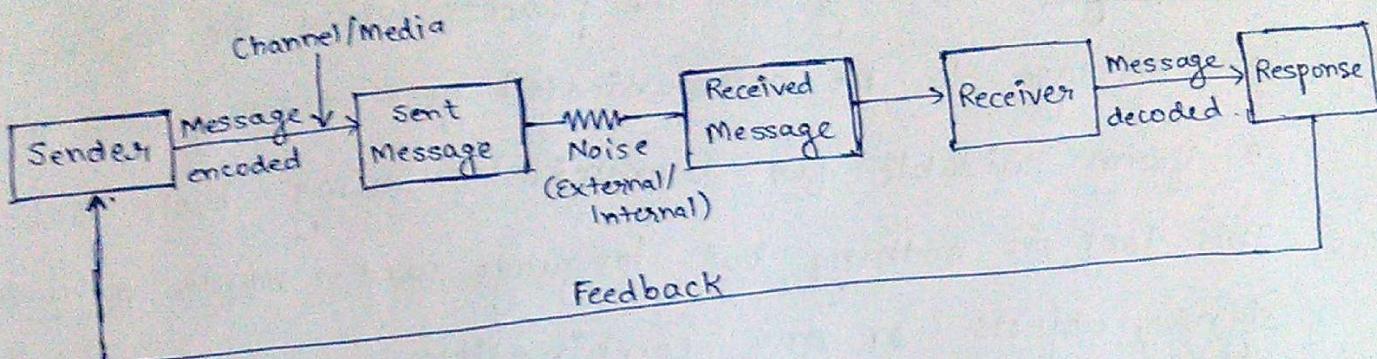
- employee's attitude.
- (iv) Communication also helps in socializing. In today's life, one cannot survive without communicating with others. Socializing relieves stress.
 - (v) Communication also assists in controlling process. It helps controlling employee's behaviour through certain guidelines and principles that every employee must follow.

3. Functions of Communication

Primary functions of communication are:

- (i) Inform Functions: An organization needs vast amount of information to function and operate a business.
- (ii) Control Functions: To achieve set objectives, daily & monthly activities must proceed as planned.
- (iii) Persuading Functions: Persuasion involves selling of an idea, product or services to a person or group.
- (iv) Coordinating Functions: Every employee in an organization plays a specific part which needs to be well coordinated.

4. Process of Communication



Communication process involves two parties, the sender and the receiver, without whom, communication cannot take place.

However, there should also be cooperation and understanding b/w them. They should have a mutually accepted code of signals making up a common language.

5. Communication Cycle

Communication cycle involves various elements:

(i) Message: Message is the key idea that the sender wants to communicate. Communication process begins with deciding about the message to be conveyed. It must be ensured that the main objective of the message is clear.

(ii) Sender: Sender is a person who sends the message. A sender makes use of symbols (words or graphics or visual aids) to convey the message & obtain



(iii) Encoding: Encoding is the process where the information or message to be communicated gets transferred into a form suitable for transmission using basic tool. This tool is nothing but language used - words, actions, signs, objects or any combination.

(iv) Channel: Channels are the way you convey your message. These channels include verbal such as telephone, and face-to-face conversations as well as non-verbal such as email and text messaging.

(v) Receiver: Receiver is a person for whom the message is intended. The degree to which the receiver understands the message depends on his intelligence, knowledge and reliance of encoder.

(vi) Decoding: Decoding is on the receiving end of communication. This stage is really important as communication can go downhill if decoder cannot decode message accurately, for example due to listening issue.

(vii) Feedback: Feedback permits the sender to analyze the efficacy of message. It involves the response from the receiver to sender. It may be verbal or non-verbal.

6. Levels of Communication

(i) Extrapersonal: Communication b/w human beings and non-human beings. At least one of sender or receiver transmits or responds in sign language only.

(ii) Intrapersonal: Communication takes place within an individual. It pertains to thinking-planning, weighing, considering and processing information.

(iii) Interpersonal: Sharing of information among people. There are few participants involved, they are in close physical proximity, many sensory channels are used and feedback is immediate.

(iv) Organizational: Communication inside an organization.

- (a) Internal operational → occurs in operations within organization
- (b) External operational → communication with people outside "
- (c) Personal.

~~(v) Mass~~: Meant for large audiences and requires

medium to transmit information.

Properties:

- (a) Large Reach
- (b) Impersonality
- (c) Presence of gatekeeper.

7. Characteristics of Communication

- (i) Involves atleast two participants - receiver & sender.
- (ii) Involves transfer of ideas, facts, emotions etc. from sender to receiver.
- (iii) Understanding is essential.
- (iv) May be intentional or unintentional.
- (v) purpose is to elicit action, inform or to express a certain point of view.
- (vi) It is a two-way process i.e. response from sender is essential.
- (vii) It is a dynamic process i.e. it grows & develops.
- (viii) Systematic, every component is affected by every other component.

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8. Media

Media is the collective communication outlets or tools that are used to store and deliver information or data.

It is either associated with communication media, or the specified mass media such as print media, broadcasting etc.

9. Types of Communication

(i) Verbal Communication: Message is transmitted verbally; i.e. communication is done by word of mouth and/or a piece of writing. For verbal communication :-
KISS - (Keep It Simple and Short)

It is divided into

(a) Oral Communication:

Includes face-to-face conversations, speech, telephonic conversation, video, radio, television etc.
It is influenced by pitch, volume, speed & clarity of speaking.

Advantages: * Brings quick feedback

Disadvantages: * Leaves small room to think about what a person is delivering

(b) Written Communication: Written signs or symbols are used which may be printed or hand written. Message can be transmitted via email, letter, report, memo etc. It is influenced by vocabulary & grammar used, writing style, precision & clarity of ~~grammatical~~ language used.

Advantages:

- * Message can be edited any times before sending

- * Record of communication can be saved.

Disadvantages:

- * Delayed feedback.

- * Takes more time.

(ii) Non Verbal Communication: Sending or receiving of wordless messages

(a) Sign: Audio, visual, Audio-Visual

(b) Time (Chronemics): Early or late for appointment etc

(c) Touch (Haptics): Hugging, Handshake, kissing etc.

(d) Silence:

(e) Body Language (Kinesics): Appearance, posture, gesture, Eye Contact, facial Expressions

(f) Space (Proxemics): intimate, personal, social, public

(g) Vocalics (Para Language): pitch, volume, intonation, gasps, sighs, throat clear etc.



5.10. Formal and Informal Communication

(i) Formal: Formal channels are the paths of communication that are institutionally determined i.e., established by the organization.

It can be oral (interviews, meetings, presentations) or written (notes, memos, letters, reports).

(a) Downward: From top level employee to lower level employee. For example: supervisor to employee or manager to supervisor.

(b) Upward: From lower level to upper level.
For example: manager to executive, supervisor to manager.

(c) Horizontal: Among peers

(d) Interactive: Conferences, group discussions etc.

(e) Diagonal: Among different level workers of different departments.

(ii) Informal: B/w individuals and groups. which does not follow any official channel. It is a result of interaction among various members of organization. Network or pathway of informal communication is called grapevine. The untrue part of grapevine is rumor.



(i) Completeness: should convey all facts required by the audience.

Features:

- (a) Enhances reputation of organization
- (b) Cost saving
- (c) Leaves no question in mind
- (d) helps in better decision making

(ii) Conciseness: Convey in least possible words

Features:

- (a) Time-saving & cost saving
- (b) Avoids needless words.
- (c) More appealing & comprehensible
- (d) Non-repetitive.

(iii) Consideration: "stepping into shoes of others".

Taking audience's view points, background, etc. in consideration.

Features:

- (a) Emphasize on "you" approach.
- (b) Exhibit interest in audience.

(iv) Clarity: Clear about specific message to be conveyed.

Features

- (a) Easier Understanding
- (b) Enhanced meaning of word
- (c) Use of exact, appropriate words.

(v) Concreteness: Being specific & concrete rather than vague & general.

Features:

- (a) Supported with facts & figures
- (b) Not misinterpreted.

(vi) Courtesy: Should respect receiver. Message should be sincerely polite.

Features:

- * (a) positive & focused at audience
- (b) not at all biased.

(vii) Correctness: no grammatical or factual errors.

Features:

- (a) Greater impact.
- (b) Boosts confidence level.

12. Barriers of Communication

(i) Intrapersonal: Each individual interprets same information in a different way which leads to certain intrapersonal barriers. Common reasons are:

- (a) Wrong assumptions
- (b) Varied perceptions
- (c) Differing background
- (d) Wrong inferences
- (e) Blocked categories
- (f) Categorical thinking



words.

Categories:

- (a) Inefficient communication skills
- (b) Negative aspect nurturing in climate.

Common reasons for interpersonal barriers:

- (a) Limited vocabulary
- (b) Incompatibility of verbal & non-verbal messages
- (c) Emotional outburst
- (d) Communication selectivity
- (e) Cultural variations
- (f) Poor listening skills
- (g) Noise in the channel.

(iii) Organizational: ~~the~~ Main organizational barriers are:

- (a) Too many Transfer stations
- (b) Fear of superiors
- (c) Negative tendencies
- (d) Use of inappropriate media
- (e) Information Overload.



- (i) Seek to "elicit the best" in communications with other group members.
- (ii) Listen when others speak.
- (iii) Speak non-judgmentally
- (iv) Speak from your own experience & perspective
- (v) Seek to understand others
- (vi) Avoid speaking for others
- (vii) Manage your own personal boundaries
- (viii) Avoid side conversations.
- (ix) Respect personal boundaries of others
- (x) Make sure everyone has time to speak.

Plagiarism: "Wrongful appropriation" and "stealing and publication" of another author's "language, thoughts, ideas, or expressions" and representation of them as one's own original work.

Language Sensitivity: Language used should be inclusive to all ~~who~~ who may read it. One should be aware of expressions that may appear biased or not suitable for global audience.

1. Personality Development

Personality refers to an individual's characteristics, style, behaviour, mindset, attitude, his own unique way of perceiving things and seeing the world.

The way you behave with others reflects your personality. Genetic factors, background, varied cultures, environment, current situations play an imperative role in shaping one's personality.

Importance of Personality Development :

- (i) Groom an individual and helps him make a mark of his/her own.
- (ii) Reduces stress and conflicts
- (iii) helps developing a positive attitude.
- (iv) Inculcate +ve qualities like friendly nature, eagerness to help, flexible attitude etc.

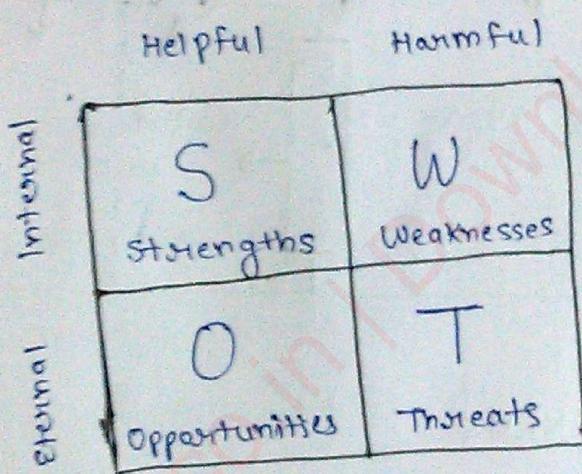
Personality Development Tips :

- (i) Smile a lot
- (ii) Think positive
- (iii) Dress sensibly
- (iv) Be soft-spoken
- (v) Leave ego behind
- (vi) Confidence
- (vii) Patient Listener.



What makes SWOT especially powerful is that, with a little thought, it can help you uncover opportunities that you would not otherwise have spotted. And by understanding your weaknesses, you can manage and eliminate threats that might otherwise hurt your ability to move forward.

SWOT stands for Strengths, Weaknesses, Opportunities and Threats.



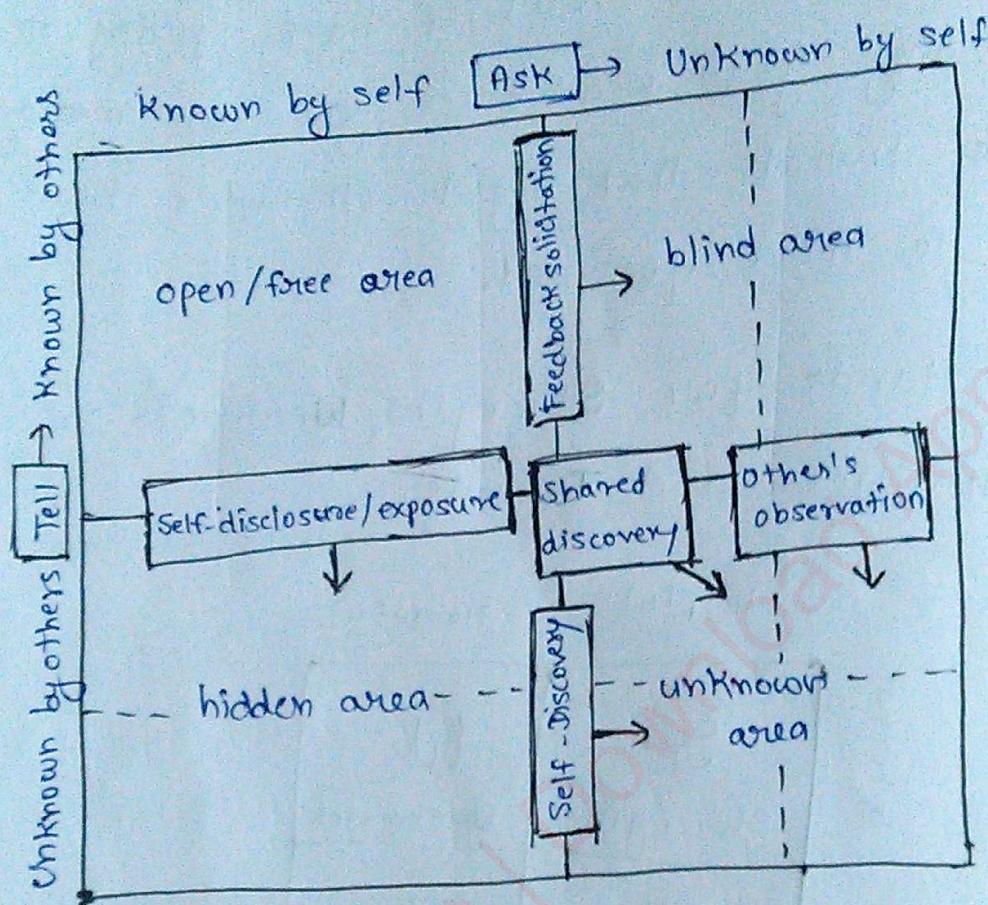
3. Johari Window

Johari window is a psychological tool, which is used for understanding and training:

- (i) Self-awareness
- (ii) Personality Development
- (iii) Improving communications
- (iv) Interpersonal Relationships
- (v) Group Dynamics

Provided by: NotesHub.co.in | Download "soft skills" App

Johari window gives emphasis on "soft skills" such as behaviour, empathy, co-operation, inter group development and inter personal development.

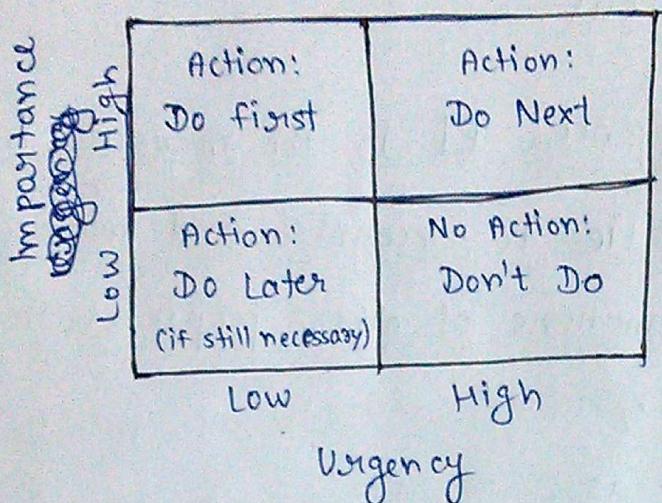


4. Interpersonal Skills

Interpersonal skills are related to way you communicate and interact with people. It is the cluster of personality traits, social graces, communication, language, personal habits, friendliness, and optimism that characterise our relationships with others.

- (a) Understanding difference between Urgent and Important.

Priority Matrix:



- (b) Keep Tidy (clutter can be both a real distraction and genuinely depressing).

- (c) All of us have times of day that we work better. Schedule difficult tasks for those times.
(d) Don't try to multitask
(e) stay calm & keep things in perspective

Team Building: Key to high performance team building

- (a) Create a common purpose & goal.
- (b) Recognize Employees & celebrate their achievements
- (c) Encourage open communication
- (d) Get Feedback Right
- (e) Embrace downtime.

(iii) Leadership Skills: Keys to a good leadership

- (a) Face challenges
- (b) Win trust
- (c) Be authentic
- (d) earn Respect
- (e) stay curious

(iv) Emotional Intelligence: EI is the measure of an individual's abilities to recognise and manage their emotions, and emotions of other people, both individually and in groups.

EI is divided as :

(a) Personal Skills:

- o Self-awareness (Emotional awareness, self-confidence)
- o Self-regulation (self-control, innovation)
- o Motivation (commitment, optimism)

(b) Social Skills:

- o Empathy
- o Conflict Management

Keys to improve Emotional Intelligence:

- (a) Dealing with own negative emotions. ability
- (b) Staying cool under pressure ability
- (c) Ability to stay proactive, not reactive in the face of difficult person
- (d) Ability to express difficult emotions when necessary

~~Ability to express~~

5. Self development and assessment
- Self - Assessment: Self - assessment is the process of looking at oneself in order to assess aspects that are important to one's identity. It is one of the motives that drive self - evaluation, self - verification & self - enhancement.
 - Self - Awareness: Self awareness is having a clear perception of your personality, including strengths, weaknesses, thoughts, beliefs, motivation & emotions. It allows you to understand other people, how they perceive you, your attitude and your responses to them in the moment.
 - Perception & Attitudes: Perception is the use of the mind or the senses to comprehend or understand a person's surroundings, while attitude, is the person's actual feeling or way of thinking about something or someone based on their perceptions.
 - Values & Belief: Belief is an internal feeling that something is true; even though it may be unproven or irrational.
Values are principles, standards or qualities that an individual or group of people hold in high regard. These values guide the way we live our



lives and the decisions we make.

(V) Personal goal setting: By setting sharp, clear defined goals, you can measure and take pride in achievement of those goals. You'll see forward progress in what might previously have seemed a long pointless grind. It helps in raising self-confidence.

(vi) Career Planning: Career planning is the continuous process of thinking about your interests, values, skills and preferences, exploring the life, work and learning options available to you and ensuring that your work fits with your personal circumstances.

(vii) Self Esteem: Self-esteem refers to a person's beliefs about their own worth and value. ~~self~~ It is important as it affects and influences people's choices and decisions.



~~UNIT 2: INTRO TO PHONETICS~~

UNIT - 2 : Non - Verbal Language

1. Importance of Non Verbal Language

- (i) Repetition: enables to enforce what is already being said.
- (ii) Contradiction: ^{can}, contradict the message & make speaker seem untruthful.
- (iii) Substitution: can take place of words.
- (iv) Complementing: can compliment a verbal message, for instance, a pat on the back.
- (v) Accenting: can underline a certain point in the message.

2. Characteristics of non verbal Language

- (i) Present in most interpersonal Conversations
- (ii) Conveys more information than verbal.
- (iii) Believed over verbal.
- (iv) Primary means of communicating emotions.
- (v) It metacommunicates i.e. sends message about message



Paralanguage is the study of nonverbal cues of the voice. Various acoustic properties of speech such as tone, pitch & accent, collectively known as prosody, can all give off nonverbal cues.

It includes voice, tone, volume, speed, pitch, effective pause etc.

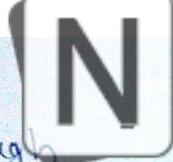
4. Body Language (Kinesics)

- (i) Posture: Way we hold ~~to~~ ourself when we stand, sit or walk.
- (ii) Gestures: Movement made by hands, head, or face.
- (iii) Eye Contact:
- (iv) Facial Expressions:

5. Proxemics

study of physical space in interpersonal relations.
space is divided into four zones:

- (i) Intimate: Less than 18 inches ($1\frac{1}{2}$ feet)
- (ii) Personal: 18 inches - 4 feet
- (iii) Social: 4 feet - 12 feet
- (iv) Public: 12 feet - 25 feet or more



6. Chronemics

Study of how human beings communicate through use of time.

7. Appearance.

Visual impact is atleast as important as verbal impact, people will very quickly make assumptions based on the way you appear, the clothes you wear, how well groomed you are.

8. Symbols

A symbol is an object or a visual representation of an object, carrying a culturally implied meaning.

1. IPA System

English is not a ~~phonetic~~ phonemic language. A phonemic language is one in which there is one symbol for one sound.

English has 5 vowels with 20 sounds and 21 consonants with 24 sounds.

(i) Phonemic symbols for consonants:

1.	/p/	palm, pure, supper, cap, sap
2.	/b/	Bench, ball, about, lamb
3.	/t/	Torch, stout, cat
4.	/d/	Duck, doll, crude, stand
5.	/k/	King, sky, pink.
6.	/g/	Gname, ago, bag
7.	/tʃ/	Church, discharge, lunch
8.	/dʒ/	Justice, adjust, cage
9.	/f/	Flower, draft, scarf
10.	/v/	Van, shave, negative
11.	/θ/	Think, method, both
12.	/ð/	Mother, father
13.	/s/	Spin, ask, class
14.	/z/	zoo, design, busy
15.	/ʃ/	Shock, station, cash
16.	/ʒ/	Pleasure.
17.	/m/	Mortal, smile, come
18.	/n/	Natural, candid, plain
19.	/ŋ/	Single, King
20.	/h/	Hatch, hammer

21. /ʌ/ Labour, clear, tell
22. /ə/ Retain, sprout, spray
23. /w/ witch, water, switch
24. /j/ You, yummy, spew

(ii) Phonemic symbol for vowels:

(a) Short vowel symbols

1. /ɪ/ kit, fill, chill
2. /e/ set, met, bed
3. /æ/ sat, lamp, cat
4. /ʌ/ cut, ~~but~~, mud
5. /ɒ/ cot, pot, dog
6. /ʊ/ put, book, look
7. /ə/ ago, ablaze, about.

(b) Long vowel Symbols

1. /i:/ ease, please, tree
2. /a:/ art, blast, car
3. /ɔ:/ care, sort, sought
4. /u:/ tool, fool, too
5. /ɜ:/ stern, learn, hurt.

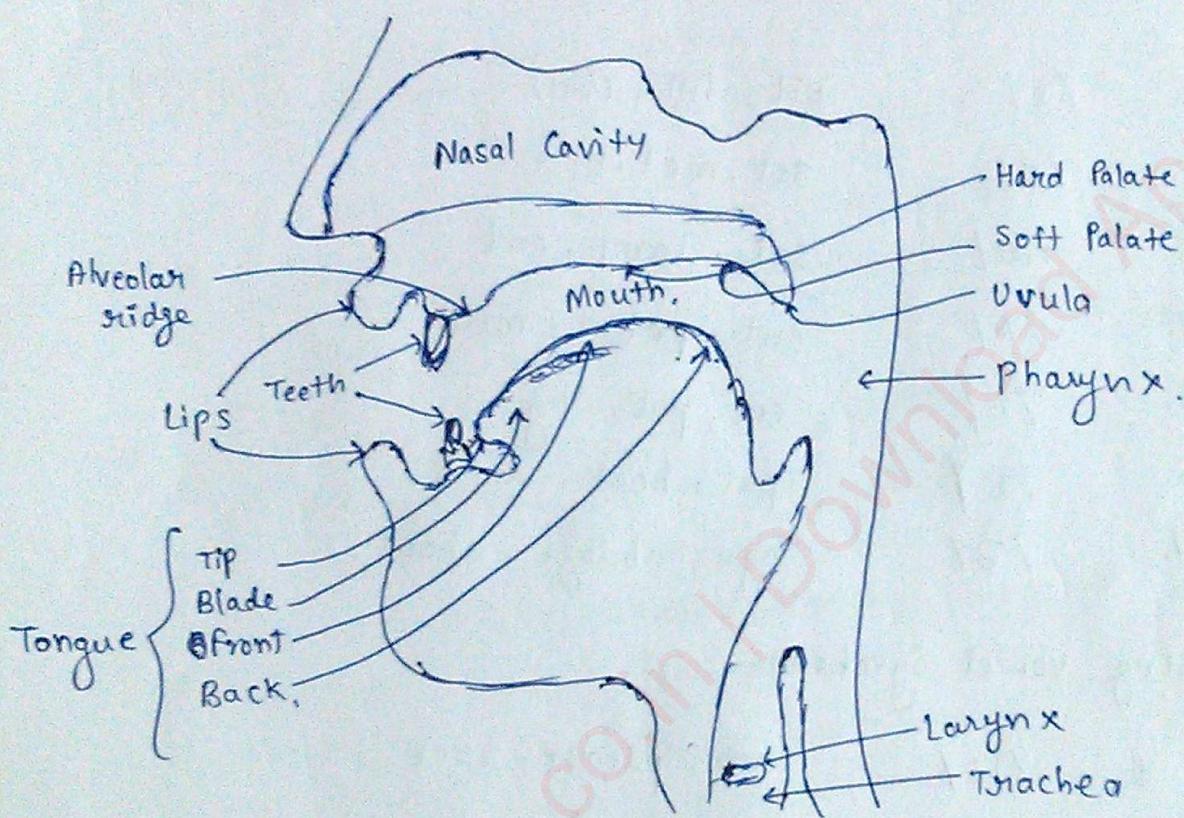
(c) Diphthongs

1. /eɪ/ bay, cake, may
2. /aɪ/ buy, high, kite
3. /ɔɪ/ boy, soil, join

4. /ɪə/ peer, near, fear
5. /eə/ pear, hair, chair
6. /ʊə/ poor, moon, fuel
7. /əʊ/ go, hope, load
8. /aʊ/ cow, house, gown



2. Speech Mechanism



3. The Description of speech sounds

(i) Description of Consonants:

(a) Whether it is pulmonic (set in motion by the lungs) or not.

Whether it is egressive (coming out) or ingressive.

(b) Whether it is voiced or voiceless (vocal chords vibrate or not).



(c) Whether soft palate is raised or lowered, i.e.,

whether the air-stream passes

- o through mouth only (oral)
- o through nose only (nasal)
- o through both mouth & nose (nasalised)

(d) Place and manner of articulation

Place of Articulation:-

bilabial - b/w two lips (English /p, b, m, w/)

labio-dental - lower lip against upper teeth (English /f, v/)

dental - tip of tongue against upper teeth
(English /θ, ð/)

alveolar - ~~top~~ of tongue against teeth-ridge
(English /t, d, s, z, n, l/)

post-alveolar - tip of tongue against back of
teeth-ridge (English /r/)

retroflex - tip of tongue curled back against
front of the hard palate (Hindi /ʈ, ɖ/)

palato-alveolar - blade of tongue against teeth-ridge
with front of tongue raised towards
hard palate (English /tʃ, dʒ, ʃ, ʒ/)

palatal - front of tongue against hard
palate (English /j/)

velar - back of tongue against soft
palate (English /k, g, ŋ/)



glottal - narrowing b/w vocal chords (English /h/)

Manner of articulation

plosive : ^{explosion} Complete closure of air-passage, pressure is built up, and then air is released with explosion (English /p, b, t, d, k, g/)

affricate : complete closure of air-passage in the mouth, organs are separated slowly so that friction is heard (English /tʃ, dʒ/)

nasal : complete closure of air-passage in the mouth, soft palate is lowered & then air escapes through nose (English /m, n, ŋ/)

roll : no. of rapid taps made by a flexible organ against a firmer surface.

(Some people pronounce /r/ by striking tip of tongue against teeth-ridge a no. of times).

flap : One tap of tip of tongue against teeth-ridge. (/r/ in very)

lateral : At some pt in mouth, there is closure in the middle, but air escapes through the sides (English /l/)

fricative : narrow passage for air b/w two organs & friction is produced when air passes through it (English /f, v, θ, ð, s, z, ʃ, ʒ, h/).

frictionless continuant : no closure or friction but sound has a consonantal function (English /r/ in rain, red).

semi-vowel : vowel glide with consonantal function (English /j, w/).

(ii) Description of vowels:

Vowels in the production of which the highest part of the tongue is front are called front vowels (English /i:/, I, e, æ,ʌ/) , those in which it is back are called back vowels (English /ɑ:/,ɒ,ɔ:/,ʊ, ʌ/) and those in which it is centre are called central vowels (English /ɜ:/,ə/)

According to degree of raising of tongue, vowels are divided as : close, half-close, half-open, open).

Lips can be spread, neutral, open, open rounded, or close rounded).

4. Phoneme

Phonemes are the smallest units in the sound system of a language which can be used for differentiating meanings.

Each phoneme may have a number of variants called allophones which may occur as a result



of adjacent vowels or consonants in a word at their position in a word i.e. initial & final.

(Example: pack, tall, case, /ph, th, kh/ are allophones of phonemes /p, t, k/)

5. Diphthong

If quality of a vowel does not change, it is sometimes called a pure vowel. Vowels which involve a gliding movement from one quality to another are called diphthongs, if glide takes place within the same syllable.

6. Syllable

One or more phonemes together form a unit called 'syllable'.

7. Prosodic features

Features which relate to an utterance longer than a sound segment are called supra-segment or prosodic. These include length, stress & pitch.

8. Stress

Stress relates to the greater breath force used by a speaker on a particular syllable in a word as compared to other syllables in the word.



Intonation patterns are the continual variation in the levels at which the voice is pitched.

10 British & American English

(i) Vocabulary:

Brits call front of car as bonnet

Americans call it hood.

Brits go on holidays

Americans go on vacation.

(ii) Collective Nouns:

In American English, collective nouns are singular.

In British English, collective nouns may be singular or plural.

(iii) Spelling:

color (colour)

honor (honour)

labor (labour)

American (British)

(iv) Pronunciation:

Difference in accent or pronunciation of individual words