

9

COMMUNICATION



LEARNING OBJECTIVES

After comprehensive study of this chapter, you will be able to:

- get the concept and meaning of communication in business,
- be familiar with importance of communication,
- acquaint with the different types of communication structure,
- get the knowledge about the communication process,
- know different types of communication: formal, informal, interpersonal and non-verbal,
- be familiar with various barriers to effective communication,
- know different techniques to enhance effective communication.

CONCEPT OF COMMUNICATION

The word 'communication' is derived from the Latin word 'communis' which means 'common'. Literally, communication means to inform, to tell or to spread information and message to all the concerned people so that it will be common to them. It is the process of transmitting the message from one party to another or from one level to another in the organization. An effective communication is the process of sending a message in such a way that the message received is as close in meaning as possible to the message intended. The delivered message should be received and understood by the targeted person or level with the same meaning as it is created.

Communication is an essence of the management function. Without effective communication one cannot perform any of the managerial functions. Communication is a pervasive function virtually in all managerial activities. Managers spend most of their time in communication. They communicate with superiors, subordinates, peers, and other parties dealing with organization such as customers, trade union leaders, suppliers, dealers, community and government agencies.

The person or point where a meaningful message is created and transmits to the target person or place is the sender. Whereas the person or place which is expected the information or message to receive and understand is called receiver. The media or the source through which the message is transmitted is called communication medium. Communication process completes with the effective coordination of sender, medium and receiver.

Chester Bernhard: "The first executive function is to develop and maintain a system of communication."

R.W.Griffin: "Communication is the process of transmitting information from one person to another."

Ivancevich, Donnelly and Gibson (2003): "Communication is the transmission of information and understanding through the use of common symbols."

Keith Davis: "Communication is the transfer of information from a sender to a receiver with information being understood by the receiver."

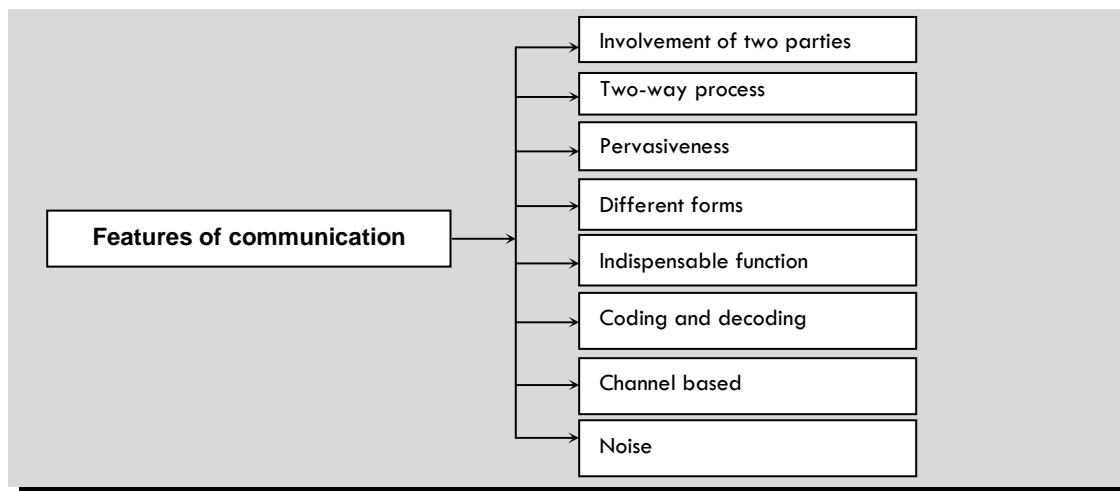
Louise A. Allen: "Communication is the sum of the things one person does when he wants to create understanding in the mind of other. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding."

By analyzing above mentioned definitions, communication can be defined as an exchange process of ideas, facts, opinions, information, and understanding between two or more persons, levels of organization or organizations through appropriate medium. It is a transmission process in which meaningful message i.e. information on organizational matters is transmitted and received between two employees of organization or between two or more work units or departments or within organizations and outside parties with organization.

FEATURES OF ORGANIZATIONAL COMMUNICATION

Communication is the process of transmission of meaningful message from source of sender to point of receiver. Communication contains following important features:

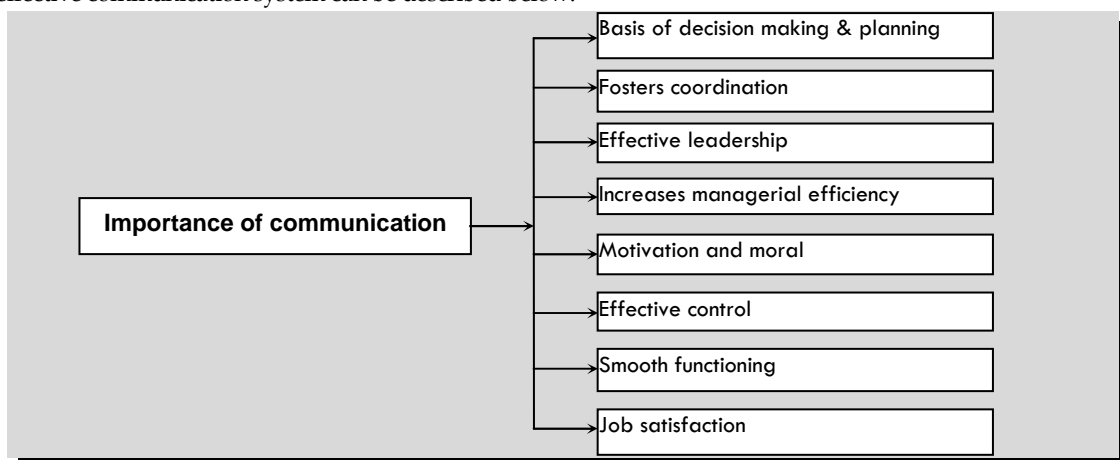
- **Involvement of two parties:** To be communication there must be the involvement of at least two parties i.e. sender and receiver. Sender creates meaningful message i.e. information and the receiver is the target to which the message is created.
- **Two-way process:** Organizational communication is a two-way process. In organization, messages regarding plan, policies, jobs and instructions are developed at the top level and transferred gradually to lower level. Likewise, work progress report is prepared at the operational level and transmitted to the top level.



- **Pervasiveness:** Communication is a pervasive function of management as it is most essential to all the organizations at all level of management. Managers must use communication to perform any of the managerial function. It is the basic function of management.
- **Different forms:** There can be various forms of communication that can be used in organization based on purpose and organizational culture. Communication can be verbal or non-verbal, oral, written or symbolic.
- **Indispensable function:** Communication is an indispensable part of management process. Without communication system, none of the organizational functions can be executed well. Thus, existence of the organization lies in the effectiveness of the communication system.
- **Coding and decoding:** In management process, sender creates message with understandable form and the receiver is expected to understand the message exactly in the meaning of message. Understanding the meaning i.e. interpretation of message is called decoding. Decoding must be as per the coding.
- **Channel based:** Communication process requires some channels, medium or transmission pathway to establish effective communication. For effective communication, there must be appropriate channel of communication.
- **Noise:** Noise is another indispensable feature of communication. Noise is the source of disturbance of effective flow or interpretation of message. Noise reduces the effectiveness of communication.

IMPORTANCE OF COMMUNICATION

Communication is indispensable function of management without which the success of an organization cannot be imagined. Communication is two-way channels for transmitting ideas, plans, commands, reports and suggestions that influence attitude of employees, customers and other concerned authorities. Individual and organizational performance can be improved through the use of effective communication. Benefits of an effective communication system can be described below:



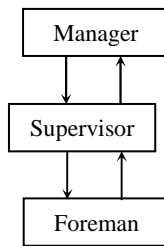
1. **Basis of decision making and planning:** The quality of decision depends upon the quality of communication. Further, the decisions of management need to be communicated to subordinates. Without proper and effective communication, managers cannot delegate orders, instructions and guidance. Effective communication helps in proper and effective implementation of plans and policies of the management. Without communication, no information for decisions and plans can be obtained.
2. **Fosters coordination:** Communication helps to exchange ideas and information with coworkers, supervisors, subordinates and all other concerned people and parties. This brings unity of action in pursuit of common objectives. Effective communication system brings people together and facilitates coordination to achieve organizational goals.
3. **Effective leadership:** Leadership becomes more effective because of effective communication between the leader and the subordinates. Communication maintains leaders and follower relationship. It binds manager and subordinates in contact in terms of responsibility-authority relationship and develops harmonious relations.
4. **Increases managerial efficiency:** Effective and efficient communication increases managerial efficiency. Communication is that technique which is used to convey the goals and objectives of the organization, expected level of output, issues and instructions and guidelines to the employees. It helps understand allocation of resources, duty and responsibility. With the help of communication, managers can evaluate performance of staff and give feedback.
5. **Motivation and moral:** Employee motivation and morality are the life blood of any organization. Effective communication motivates employees to achieve common organizational goal and boost their morality.
6. **Effective control:** Business plans and expected output i.e. job standard should have to communicate to the concerned employees. Actual performance has to be measured and communicated to the top management and necessary corrective action has to be taken to achieve the desired goal. All these control functions become possible only through effective and efficient communication system.
7. **Smooth functioning:** Communication plays vital role for the smooth and efficient running of the organization. Communication serves as the lubricant, fostering for the smooth operations of management process. It is only through communication that the management changes and regulates the action of subordinates in the desired direction. Without communication, we cannot adopt the change.
8. **Job satisfaction:** Only effective communication develops mutual trust and confidence between management and employees. Communication brings different level managers, supervisors and employees which reduce the level barriers. Effective and efficient communication can reduce the gap between management and employees. It develops the sense of belongingness among employees and improves enthusiasm and job satisfaction.
9. **Increases productivity:** Effective and efficient communication increases the productivity through waste minimization. Communication helps reduce cost as it timely serves instructions and guidance.
10. **Public relation:** Effective and efficient communication helps management in maintaining good relations with the workers, customers, suppliers, shareholders, government, the community and the world as well. This enables every business organization for growth and diversification of the business.

COMMUNICATION STRUCTURE

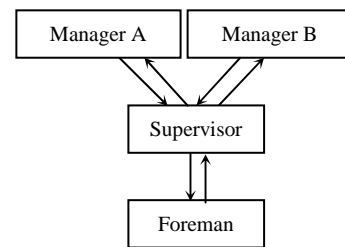
A structure of communication represents the pattern of contact among members for smooth flow of information in the organization. Structure is also known as network or channel of communication. Formal networks need to be established carefully in order to flow the information, though it is very complex job in large organizations. Communication structure regulates the flow of information within an organization. There can be several communication structures on the basis of nature of organization structure, leadership style, organization culture, purpose of communication, urgent of communication, etc. Selection of communication structure depends upon the nature of communication channels and the number of people involved in communication process.

Following communication structures are common in the organizations:

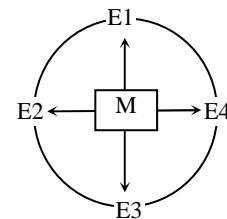
1. **Chain structure:** In the chain structure, one person of communication network communicates with only one person either vertically up or down. They must follow the chain of command. Communicating person should not skip the immediate person in chain. In the long organization structure, this network becomes less effective as it takes long time to convey the message up to target receiver.



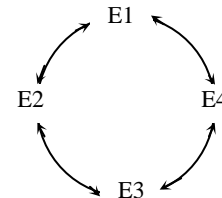
2. **Y-structure:** The structure in which all information is controlled by two main persons at the top level of structure is called Y-structure. The shape of the structure becomes like Y. Only limited information is disseminated by the top level managers through single chain of command. This structure is more popular in the functional organization structure.



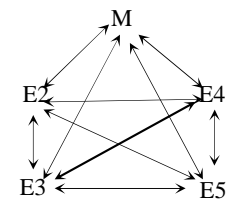
3. **Wheel structure:** The wheel structure looks like wheel of a car or motorcycle where central person is pivotal. In this structure, subordinates communicate with and through one manager. Manager is central authority in communication process. This type of structure is generally found in centralized organizations. There is no excess of communication between the subordinates or same level person in the organization.



4. **Circular structure:** In circular network, the message moves in a circle. Each person can communicate with two neighborhood colleagues at the right and left only. A disadvantage of circular network is that the communication becomes very slow.



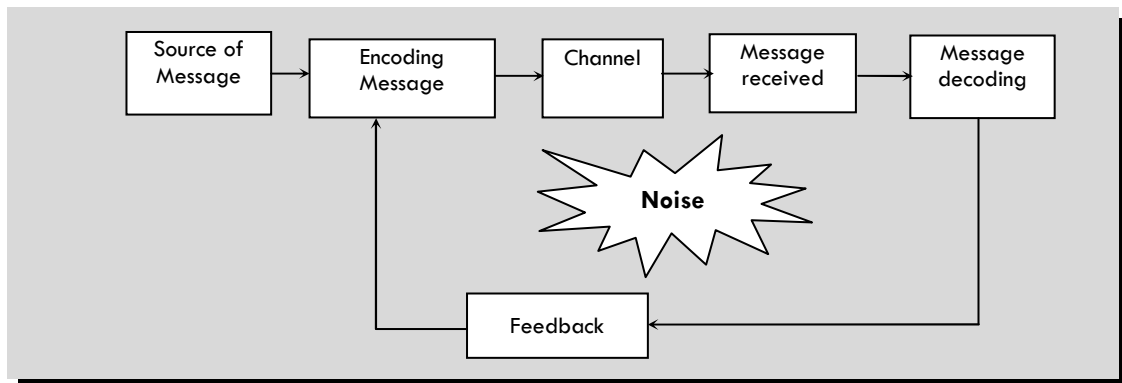
5. **Free flow structure:** Under such communication structure, there is no restriction on the flow of communication. Everyone is free to communicate with anyone in the organization. There is no restriction of level and chain of command in communication.



COMMUNICATION PROCESS

Communication is regarded as a system which consists of many interrelated and interdependent elements during transmission of the message. It is taken as a continuous process that links two parties i.e. sender and receiver. Communication system or process consists of following steps:

1. **Sender:** Sender of the message is the source of information. This stage is the starting point in communication process which creates and initiates the message flow. Sender is a person who has willingness to communicate, has a need to do or is under obligation to pass information to other person, department or organization. Depending upon the nature of job responsibility, sender creates information to flow.



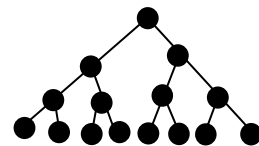
2. **Message:** Message is the subject matter of the communication. It is in the form of information, command, instruction, guideline or legal documents. Sender creates the message, idea or information in mind and targets to send to other party for specific purpose. For effective communication, message must be easy to understand so that receiver understands with the same theme, meaning and spirit. While creating message, sender should also consider the nature of communication structure and medium.
3. **Encoding:** Encoding is the process of translating message into understandable form so that it will be easy to communicate. The purpose of encoding is to translate internal thought of sender into a language or code that the receiver will probably understand it. Message is encoded either in the form of words, symbols, sign or picture as per the purpose of communication, duration of maintaining and understanding and recalling capacity of receiver.
4. **Medium or Channel:** Every message or information needs to be transmitted to the target receiver through a medium or channel. For organizational communication, managers use print, sight, sound, equipment, devices, picture, etc. as the medium. Medium or channel carries the message from sender to the receiver and serves as link between them. For instance, the same information can be printed and fixed in notice board, can be mailed in email address of receiver, can be sent as memo or circular, and can be called with telephone.
5. **Receiver:** Receiver is a person who expects to receive and understands the message of the sender. Communication does not take place if it is not received by the receiver. It does not serve any purpose if it has reached the receiver but is not understood correctly.
6. **Decoding:** It is a process whereby the receiver interprets encoded message into meaningful information. This process has two steps: first receiver receives the message, and then interprets it. The effectiveness of communication depends on how effectively receiver has decoded the message. Effective decoding is the condition in which receiver understands the message as the theme and meaning of sender.
7. **Feedback:** It is the response or reaction of the communication process. It is directed towards the communicator to facilitate future communication. It represents the return flow of communication as the impact of initial communication. Very simply, it is a process of communicating back to sender regarding how effectively the message is understood by the receiver.
8. **Noise:** Noise is the disturbance in course of communication. It is indispensable in communication process. There can be disturbances through various ways as mechanical defects, noise of machinery, distance between sender and receiver, network problem, environment, etc.

TYPES OF COMMUNICATION

In organization, managers can use different types of communication as per the purpose of communication, urgency, nature of receiver, etc. Most common types of communication are described below :

1. **Formal Communication:** Formal communication represents communication made through formal channel of command in the organization structure. Here, flow of communication is controlled and managed by the top level management of the organization. The organizational structure determines channel of communication. It can be referred as the way through which instructions, plans, policies, procedures, suggestions, grievances, etc. move in the organization. Formal communication can be further classified into four types as below:

- i. **Downwards communication:** Communication that flows information from superior to subordinates or from top level to operation level through formal line of authority is known as downwards communication. It is initiated for formal flow of plans, policies, strategies, rules and regulations, job instructions, procedures, manuals, etc.
 - ii. **Upwards communication:** Communication that flows information from subordinate level to superiors or from bottom to top level of organization from the formal chain of authority is called the upward communication. It is initiated to communicate the final reports, work progress, suggestions, ideas, opinions, grievances, etc.
 - iii. **Horizontal communication:** It is the process of communicating the information through and with the same hierarchical levels in organization structure. It can be between and among the peers, groups, same level units and departments.
 - iv. **Diagonal communication:** It is a communication system in which two parties from different departments of two different levels involve interchanging the message. For example, accounting manager of account department communicates with the marketing supervisor of marketing department.
2. **Informal communication:** Informal communication implies the communication among people through informal contacts or indirect channel. It is not designed by top level management but coexists with the formal communication system. It does not follow the formal chain of command. Organizational communication generally cannot take place in the informal communications system. It arises from social interaction, social relationship and friendship among the people. This information is uncontrollable by the management. It is effective for personal communication and has the credibility of unofficial version of information. Grapevine and rumors are most common informal communications. It is the expression of their natural desire to communicate. People resort to informal communication when there are barriers to formal communication channel.
- i. **Grapevines:** The grapevine is an informal communication path for flow of information among the people. It has no orderly path. Grapevines are important part of informal communication. The pattern of network of grapevine can be single-strand network, gossip network, chain network, probability network, and cluster network.
 - ii. **Rumors:** Rumors are widely spread opinion without authority for its truths. They are the stories based on very little verification. Such rumors are generally created in crisis situation and it may create fear and harmful conditions too. Managers should flow accurate information to neutralize the rumors. Formal decisions should not be influenced by the rumors.
- Grapevines and rumors cannot be eliminated fully from the organizations. So, managers should deal tactfully in order to improve and control the communication in organizations.
3. **Interpersonal communication:** Interpersonal communication implies communication between and among two or more individual in the organization. It is process of sharing information between two or more people being face-to-face or through any other direct channels. It is two-way communication because communicating parties get face-to-face interaction. Direction and guidance given by manager or supervisors to their subordinates in their presence is the common example of interpersonal communication. People interacting in telephone and web chatting are also inter-personal communication. Inter-personal communication can be oral, written or nonverbal.
- i. **Oral communication:** It involves exchange of messages with the help of spoken words. Oral communication may take place by face to face contacts or through mechanical device like mobile or internet.
 - ii. **Written communication:** It is process of transmitting message by written words in the form of letters, memos, circulars, bulletins, reports, etc. Written communication generally moves vertically downward from top to bottom of the organization hierarchy.
4. **Nonverbal communication:** Communication through gesture or body posture is often referred as nonverbal communication. If there is a face-to-face conversation between two persons, they can better understand feelings, attitudes and emotions with the help of nonverbal communication. Similarly, gestures taken by the listener can be used by the communicator to know their reaction.



BARRIERS TO EFFECTIVE COMMUNICATION

Communication can be more effective when receiver can understand the message with the actual meaning of it as set by the sender. But it is not always possible because of various obstacles. Such obstacles create problems in transmission. Such obstacles of the communication are called barriers of effective communication. Some of the important barriers of effective communication are described below:

- i. **Process barriers:** If information is distorted or disturbed in different stages of the communication transmission process, the causes or disturbances are known as process barriers. There can be following types of barriers in the process:
 - Excessive use of symbols in encoding creates the problems to the sender.
 - Filtering and screening out the information more or less than requirement creates problem for effective communication.
 - The environment of fear and mistrust between two parties can create the difficulties in communication process.
 - Organizational noises, poor listening skills, low attention of receiver, music listener, book reader, side talker, and talkative people also create the barriers in communication.
 - Lack of using feedback and follow-up also creates disturbances in communication process.
 - Lack of openness and frankness in organizational climate is also a problem in communication process.
- ii. **Physical barriers:** Information may be disturbed by some of the distances like organization structure, location, layout, etc. Such disturbances or obstacles related to distance are known as physical barriers.
 - Physical distance between sender and receiver weakens the effectiveness of communication.
 - Organizational structure with complex layers of supervision, long communication channel and organizational distance to workers, etc. are generally against the effective communication.
 - If the organizational design is too poor where manager is fenced and closed, it also results in poor communication with their subordinates.
 - In large organizations, messages are passed through many people which system may destroy the effect of communication.
- iii. **Psychological barriers:** Those obstacles which arise due to the motives, attitudes, behaviors, etc. of the sender and receiver are called psychological barriers. Such barriers may be induced because of mistrust, under estimation, or lack of interest in communication.
 - Many people do not want to pay adequate attention to the message. Because of lack or less interest in communication, communication becomes less effective.
 - Difference in the perception of sender and receiver are also strong barriers for effective communication.
 - Emotional factors such as anger, hate, fear, jealousy, love, etc. also influence the communication. Because of this; interest, initiation or priorities may change.
 - Resistance to communicate is also a barrier for effective communication. This makes managers reluctant to provide information.
 - Reference group and interest group influence also creates the obstacles for effective communication.
 - Communication is influenced by the image or impression of senders and receivers to each other.
 - Obstacles in communication may occur when the psychological distance between the two is created because of status symbol of superior.
- iv. **Semantic barriers:** Semantics is the study of meanings of the words. People may have different meanings of different words. It can also be the barrier for communication if people interpret the meaning in different ways. This can be because of the use of difficult words, complex sentences, etc.
 - Use of long and complex sentences may create difficult to interpret message.
 - Use of ambiguous words may create differences in actual meaning of the word as intended by sender.
 - Use of unfamiliar jargons and technical words in communication lead to poor interpretation by the receiver.

- v. **Technological barriers:** Technological barriers are related to the equipment, devices and information and communication technology.
- Information overload i.e. more information or long instructions at a time could be a major problem for transmitting the information.
 - Timing difference for the sender and receiver could also be a barrier for effective communication.
 - Low capacity and busy schedule of the equipment and devices, channels or medium are other barriers which obstruct timely communication.
 - Malfunctioning of the technological system may transmit only a limited message which is difficult to understand for the receiver or create problems of incomplete information.
 - Lack of familiarity with the information technology may create serious problem for effective flow of information.

ENHANCING EFFECTIVE COMMUNICATION

Managing communication process requires recognizing the barriers to effective communication and understanding how to overcome them. Barriers can be located both in individual and organizational levels. Following measures can be taken to enhance effective organizational communication:

1. **Improving communication process**
 - **Clarity of idea:** The communicator should be clear about what s/he wants to communicate. The message should be expressed in as simple and precise language as possible so that the receiver can understand it easily and quickly.
 - **Complete message:** The message should be timely, adequate and complete in all respects.
 - **Understanding receiver:** Before conveying the message, the sender must understand perceptions, feelings, needs, receptivity, and understanding level of receivers. According to the nature of receiver, sender should encode the message and select the communication network and type.
 - **Maintaining consistency:** The message should be consistent with programs, policies and objectives of the organization. Otherwise, misunderstanding in receiver may lead towards the failure of communication objectives. Follow up messages in one subject matter should be uniform in terms of formulation and transmission.
 - **Use of appropriate channels:** The channel and media used in communication process must be appropriate to the message, the receiver, and the purpose of communication to make the communication effective.
 - **Using timely feedback:** The sender should try to use feedback mechanism to know the reactions of the receiver. There should be continuous evaluation of the flow of message in different direction.
2. **Reducing physical barriers**
 - **Simplifying structure:** The communication system can be strengthened by simplifying the procedures, reducing the layers of communication, making constructive use of grapevine, and regulating information flow.
 - **Scientific layout and departmentalization:** By simplifying the organizational structure and departmentalization, information flow will be short and flow objectivity. This also makes the communication more effective in organization.
3. **Encouraging informal communication:** Making communication structure more informal, interest and confidence level of the people involved in communication process can be increased that makes communication more effective.
4. **Simplifying the language:** By using simple words, language and sentences, message can be clearer and easily understood which makes the communication more effective. To make communication more effective, sender must be aware of using language. Sender should not use jargons, vague and multi-meaning words and sense in the message. Simple language can promote interpersonal relationship which encourages communication.
 - **Improve listening:** The sender as well as the receiver must listen with empathy, attention, and patience to make communication more effective.
 - **Mutual trust and confidence:** Communication process can be made effective by developing mutual trust, respect, and confidence among various people in the organization involving in communication.

- **Remove time pressure:** If we can reduce or remove the time pressure to reach the message, or react, sender becomes more comfortable to decode. At the same time, receiver becomes more confident and comfortable to understand the message. This makes the communication more effective.
 - **Encourage for teamwork:** Group activity, informal meetings, and suggestion systems are also effective to improve the quality of communication. In team each member takes responsibility of transmission of message and the members help other people to interpret the message if there would be any problem.
 - **Improve interpersonal relationship:** Communication becomes more effective with the informal interpersonal relationship with subordinates, peers and superiors as well as the clients. Managers need to improve the behavioral part such as value, norms, attitudes, and beliefs of the interest group through interactions.
5. **Adjusting with communication technology**
- Use of modern and updated technology helps improve the effectiveness of communication system in the organization.
 - Training to employees is essential for effective communication. Training assists the employees for proper use of technology and understanding official coding and decoding system in communication process.



SUMMARY OF LEARNING OBJECTIVES

- ☐ **Concept of communication:** Communication can be defined as an exchange process of ideas, facts, opinions, information, and understanding between two or more people or organizations. It is the transmission and reception of information. Communication is the primary function of management.
- ☐ **Importance of communication**
 - Basis of decision making and planning
 - Effective leadership
 - Motivation and moral
 - Smooth and efficient functioning of organization
 - Increased productivity and reduced cost
 - Fosters coordination
 - Increases managerial efficiency
 - Effective control
 - Job satisfaction
 - Public relation
- ☐ **Structure of communication:** A structure of communication represents the pattern of contacts among members for flow of required information in an organization. Structure is also known as network or channel of communication.
- ☐ **Type of communication structure**
 - Chain structure
 - Wheel structure
 - Free flow structure
 - Y-structure
 - Circular structure
- ☐ **Communication Process**
 1. **Sender:** Sender of the message is the source of information.
 2. **Message:** Message is the subject matter of the communication. It is in the form of information, command, instruction, guideline or legal documents.
 3. **Encoding:** Encoding is the process of translating message into understandable form so that it will be easy to communicate.
 4. **Medium or Channel:** Every message or information needs to be transmitted to the target receiver through a medium or channel like print, sight, sound, equipment, devices, picture, etc.
 5. **Receiver:** Receiver is a person who receives or perceives the message of sender.
 6. **Decoding:** It is a process whereby the receiver interprets encoded message into meaningful information.
 7. **Feedback:** It is the response or reaction of the communication process. It is directed towards the communicator to facilitate future communication.
- ☐ **Types of communication**
 1. **Formal communication:** Formal communication represents communication made through formal channel of organization. Formal communication can be further classified into downward communication, upward communication, horizontal communication and diagonal communication.
 2. **Informal communication:** Informal communication implies communication among people through informal contacts or relations or indirect channel. It does not follow the formal chain of command. Grapevine and rumors are two important informal communication.

3. **Interpersonal communication:** Interpersonal communication implies communication between and among two or more individual in the organization. It is the sharing of information between two or more people face-to-face or through any other direct channels. Inter-personal communication can be oral, written or nonverbal.

□ **Barriers to effective communication**

1. **Process barriers**

- Excessive use of symbols in encoding
- Filtering and screening out the information
- The environment of fear and mistrust
- Organizational noises
- Lack of using feedback and follow-up
- Lack of openness and frankness

2. **Physical barriers**

- Physical distance
- Organizational design
- Organizational structure
- Large organizations

3. **Psychological barriers**

- Lack or less interest
- Emotional factors
- Reference group and interest groups influence
- Image or impression
- Difference in the perception
- Resistance to communicate
- Status symbol of superior

4. **Semantic Barriers**

- Long and complex
- Unfamiliar jargons and technical words
- Ambiguous sentences

5. **Technological barriers**

- Information overloads
- Low capacity and busy schedule
- Lack of familiarity
- Timing difference
- Malfunctioning

□ **Enhancing effective communication**

1. **Improving communication processes**

- Clarity of the idea
- Maintain consistency
- Use feedback
- Complete message
- Use appropriate channels

2. **Reducing physical barriers**

- Simplified Structure
- Scientific layout and departmentalization

3. **Encourage the informal communication**

4. **Simplifying the language**

5. **Encouraging to communication**

- Improve listening
- Remove time pressure
- Improve interpersonal relationship
- Adjustment with communication technology
- Mutual trust and confidence
- Encourage for team work



Brief Answer Questions

1. Define communication.
2. Justify the importance of communication in organization.
3. State any four features of communication.
4. What is meant by communication structure?
5. State different communication structures used in organization.
6. Explain wheel structure of communication.
7. Sketch the communication process.
8. What is meant by vertical communication?
9. State the advantages and limitations of vertical communication.
10. Define horizontal communication.
11. What type of communication is formal communication?
12. State the purpose of formal communication.

13. What is meant by informal communication?
14. What is the role of informal communication in organization?
15. Define effective communication.
16. Suggest various ways to make the communication effective.
17. State different barriers of effective communication.
18. State various physical barriers of effective communication.
19. What psychological barriers are common in organizational communication? State them.
20. Suggest any four methods to enhance effective communication.

Descriptive Answer Questions

21. What is communication? State and explain characteristics of communication.
22. What is communication structure? What barriers do you see in making effective communication?
23. Explain the process of communication.
24. What are different communication structures? Explain.
25. What is vertical communication? Enlist the major barriers in vertical communication?
26. Explain different types of communication. Differentiate between formal and informal communication.
27. Explain the barriers to effective communication and suggest the measures to overcome such barriers.
28. What is communication? Explain the methods that enhance effective communication in organization.
29. Informal communication in the organization is more important in the organization. Comment the statement.
30. Explain the role of managers in reducing communication barriers in the organization.

Analytical Answer Questions

31. What is communication? Explain different types of communication used in organization.
32. Define communication. Discuss different barriers to the effective communication. Also suggest the various measures to make the communication effective.
33. If you are a newly approach manager an organization where you found very poor communication. You are assigned to settle such issues. What different methods do you use to solve the problem of the organization?

CASE

ABC pharmaceuticals Pvt. Ltd. is one of the top ten pharmaceutical industries in Nepal, established in Kathmandu in 2010 AD. It has good track business from the very first year of operation, 2011 AD. Now, produces 115 different types of allopathic medicines. It received Good Manufacturing Practice (GMP) certificate for its best quality management. People management is also attractive in this organization, so that there is almost no employee turnover. Absenteeism was also too low but increasing gradually nowadays. Here are few evidences within the last two years.

Evidence 1: Ram Bahadur was working in ABC pharmaceuticals for 5 years. For second and third year, he received award for best employee of the year. Last week, he departed from the factory for 45 minutes earlier of regular time without prior consent of HR manager though he informed his supervisor. Next day, HR manager called him and warned against of going earlier. Ram Bahadur decided to quit the job being insulted by HR manager.

Evidence 2: Last month, Hari asked to Shriya to accomplish a packaging job in his working station. Shriya was not under the chain of command of Hari. Shriya, without any hesitation, denied to do the job though she has a bit leisure in her unit. Hari became confused whether he did right command or not. He asked to Shriya's supervisor Suyog to get the job done. When Suyog told Shriya to do the job asked by Hari, she accomplished.

Evidence 3: HR manager published employees' promotion and transfer list yesterday. Obviously, many employees who were promoted were happy but dissatisfied for being transferred. Few supervisors complained the top management as HR manager did not consult supervisors for promotion and transfer. They cannot work effectively in such reshuffle of employees.

Questions:

1. What is the main problem of the case? Why?
2. What do you think, Ram Bahadur was right to resign from the job? Why?
3. In evidence 2, what type of communication Hari wanted to do? What do you think Shriya's position of following the order of line supervisor only? Justify.
4. Is it necessary to communicate with supervisors for promotion and transfer? Why?

