

Unit1: Dynamics of communications



Meaning of communication :

- ▶ At its most basic, communication is the transmission of information in the form of words, images, and sounds. We string words, images, and sounds together to make meaning and to share that meaning with others.
- ▶ how we talk, text, or email our friends and personal acquaintances is usually different than how we communicate with our bosses or coworkers.
- ▶ Technical communication means sharing oral or written information with a specific audience, having a pre defined purpose in a well planned way.
- ▶ Ultimately, the goal of technical communication is to transmit important information as effectively and efficiently as possible—information that allows you and the people around you to do your jobs well.

General and technical communication :

DIFFERENCES

GENERAL COMMUNICATION

1. Contains a general message.
2. Informal in style and approach .
3. Indefinite pattern.
4. Mostly oral mode of propagation .
5. Not always for a specific audience .
6. Less use of technical terms or graphics .

TECHNICAL COMMUNICATION

1. Contains a technical message .
2. Mostly formal in style and approach .
3. Follows a set pattern .
4. Both oral and written way .
5. Always for a specific audience .
6. Frequently involves jargons, graphics etc.

Importance of communication:

- ▶ In today's technology driven world, it is impossible to achieve success in one's academic or professional career without adequate proficiency in English. In India, great importance is given to English language learning in educational institutions at various levels. The increasing importance of English has led several employers to recruit people with a good command over English for operations that involve communicating with both national and international clients.
- ▶ Several companies invest heavily in training their employees in soft skills or workplace skills, which includes the ability to listen, speak, read, and write fluently in English because they find a gap in the type of language skills they expect their recruits to possess and that are being taught at universities. Of course, realizing the demand for English at workplaces, several Indian universities have included courses such as English skills, business English, technical English, or professional English in their curriculum, though the teaching technique differs from one university to another. It is important that the teachers of English and communication courses train their students in expressions that are frequently required in their everyday lives- both personal and professional- so that they feel confident in using such expressions.
- ▶ There are several forms of communication that are common to most workplaces oral forms such as meetings, face-to-face and telephonic conversations, and negotiations, and written forms such as letters, memos, emails, and circulars. All these forms require the use of appropriate expressions in English so that the message is direct, precise, and clear. The same requirement arises while interacting with clients and customers, managing conflicts, delivering project presentations, briefing project teams, or drafting reports and proposals

Importance of technical communication

IMPORTANCE OF TECHNICAL COMMUNICATION

Technical communication plays a pivotal role in any set-up, whether it is a business enterprise, an industry as a whole, or an academic institution. All managerial or administrative activities involve communication, be it planning, organizing, recruiting, coordinating, or decision-making. When you write reports, give instructions, or read brochures and manuals, you are involved in the process of communication. Communication serves as an instrument to measure the success or growth of an organization. For example, papers published by R&D organizations bring to light their progress. When the chief executive officer (CEO) of an organization presents his/her company's achievements in a meeting, each of the participants comes to know of these milestones. The higher one's position is, the greater is their need to communicate. A labourer, for example, may not be as involved in formal communication as a top-level executive. The various types of communication not only help an organization to grow, but also enable the communicators to develop the required skills.

However, though most professionals are well aware of the importance of communication, they do not develop their skills to good effect in their sphere of work. The more people participate in the communication process, the better they develop their skills in collecting and organizing information, analysing and evaluating facts, appreciating the difference between facts and inferences, and communicating effectively. To become an effective communicator, one needs to communicate, communicate, and communicate. There is no other way out.

Levels of communication

Levels of Communication

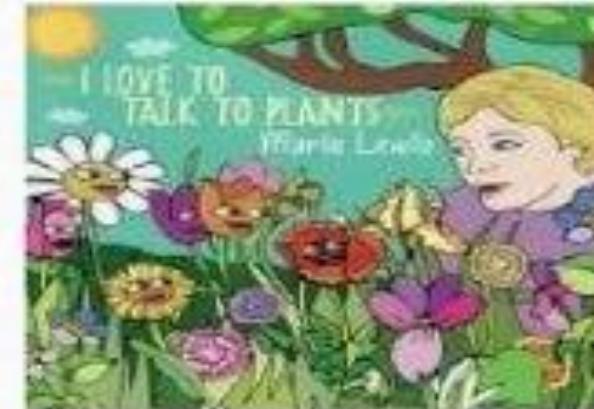
- There are five Levels of human Communication:
 - ✖ Extra personal Communication:
 - Communication between human beings and non-human beings.
 - ✖ Intrapersonal Communication:
 - Communication occurring within the mind of a person.
 - ✖ Interpersonal Communication:
 - Communication among two or more person.
 - ✖ Organizational Communication:
 - Communication in an organization for various activities.
 - ✖ Mass Communication:
 - To transmit information, concept, advertisement to the mass.

Extrapersonal communication

Extra Personal Communication is that way of communication in which a human interacts with other species. Communication between human beings and non-human entities is extra personal communication.

Types of extrapersonal communications:

- Communication with animals;
- Communication with plants;
- Communication with machines/robots;



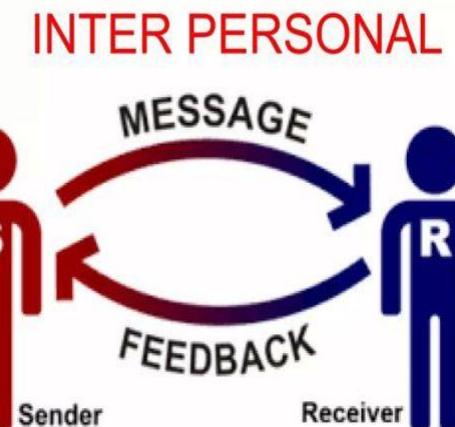
INTRAPERSONAL COMMUNICATION

- This takes place within the individual.
- Sender = Our relevant organ.
- Receiver = Our brain.
- Feed back by brain.



INTERPERSONAL COMMUNICATION

- Communication at this level refers to the sharing of information among people
- Intrapersonal communication can be formal or informal.
- For eg. The interaction with family members , friends and different kind of people.
- It depends upon variety of factors like , psychology of two parties , relation between them.



ORGANIZATIONAL COMMUNICATION



ORGANIZATIONAL COMMUNICATION

- Communication in an organization takes place at different hierarchical levels.
- It can be divided into mainly two parts

**INTERNAL OPERATIONAL &
EXTERNAL OPERATIONAL...**



- **Internal-operational**

All communication that occurs in organization is classified as internal-operational...

- **External-operational**

Work related communication with people outside the organization is called extra-operational.

- **personal**

All communication in an organization without purpose is called personal communication..

MASS COMMUNICATION

- Communication through mass media like books , journals , TV , newspapers etc..
- For this kind of communication we require a mediator to transmit information.

MASS COMMUNICATION



➤ Characteristics :

- ❑ Large reach

This communication reach audience scattered over a wide geographical area.

- ❑ Impersonality

Largely impersonal as the participants are unknown to each other.

- ❑ Presence of a gatekeeper

Mass communication needs additional persons , institutions to convey message from sender to receiver.

Communication networks

COMMUNICATION NETWORKS

Img

A variety of patterns emerge when communication through vertical, horizontal, and diagonal channels is combined. These patterns are termed as *communication networks*.

Formal Network Models

Five common communication networks exist in formal communication in an organization—chain, Y, wheel, circle, and all-channel.

The *chain network* represents a vertical hierarchy in which communication can flow only upward or downward. This network is used in direct line of authority communications, with no deviations (Figure 3.3).



Figure 3.3 Chain network

The *Y-network* is in effect a multi-level hierarchy and a combination of horizontal and vertical flow of communication. If we turn the Y upside down, we see two subordinates reporting to one senior, with two levels of authority above the latter (Figure 3.4).

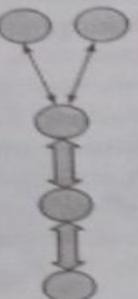


Figure 3.4 Y-network

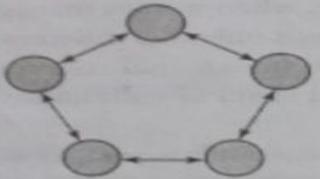


Figure 3.6 Circle network

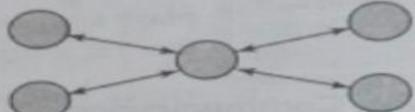


Figure 3.5 Wheel network

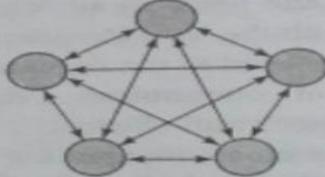


Figure 3.7 All-channel network

The *wheel network* refers to several subordinates reporting to a superior. This is a combination of horizontal and diagonal flow of communication. But here, though the subordinates are of equal rank, all of them report to one superior, and without any interaction between themselves (Figure 3.5).

The *circle network* allows employees to interact with adjacent members but no further. Look, for example, at this three-level hierarchy. There is vertical communication between superiors and subordinates, and horizontal communication only at the lowest level (Figure 3.6).

The *all-channel network*, which is the least structured, enables each employee to communicate freely with all the others. There are no restrictions on who can communicate with whom. All are equal, as no one employee formally or informally assumes a leading role. Hence, everybody's views are equally and openly shared (Figure 3.7).

Finally, for effective use of communication networks, we need to remember the following:

- No single network is suitable for all occasions.
- The wheel and all-channel networks are preferred if speed of communication is a priority.
- The chain, Y, and wheel networks serve best when accuracy is crucial.

Informal Network Models

Besides flowing through formal networks, communication in an organization also travels along an informal network—the *grapevine*. This informal network is very active in almost every



'The term "grapevine" can be traced to Civil War days when vinelike telegraph wires were strung from tree to tree across battlefields and used by army intelligence. The messages that came over these lines were often so confusing or inaccurate that soon any rumor was said to come from the grapevine.'

—Jitendra Mishra

organization. In fact, some organizations consciously use it to great effect, to develop their human resources, and in turn, their productivity. For example, Michael Eisner, the Chairman of Walt Disney, adopts management by walking around (MBWA). He goes around the company, talks to employees, observes them talking among themselves, and uses this knowledge effectively to adopt or change certain strategies.

There appear to be patterns emerging for this type of informal communication as well (Figures 3.8–3.11). Among the four patterns shown in these figures, single strand is the way in which most people view the grapevine. Here, the message is passed from one person to another along a single strand. In the gossip network, one person passes information to all the others. In the probability type of network, each person tells others at random. The cluster pattern, the most popular pattern of grapevine communication, refers to that flow of information in which some people tell something to a select few. Which individuals are active on the grapevine often depends on the message. For example, a message that sparks the interest of an employee may stimulate him or her to tell someone else, whereas another message that is perceived to be of lesser interest may never be transmitted further.

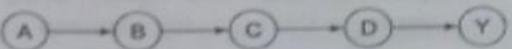


Figure 3.8 Single strand

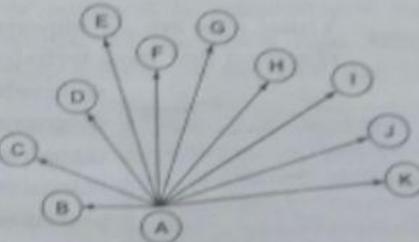


Figure 3.9 Gossip

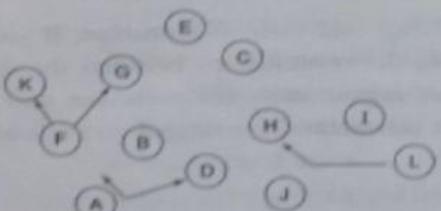


Figure 3.10 Probability

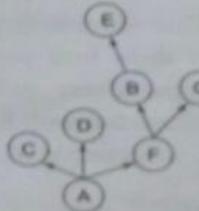


Figure 3.11 Cluster

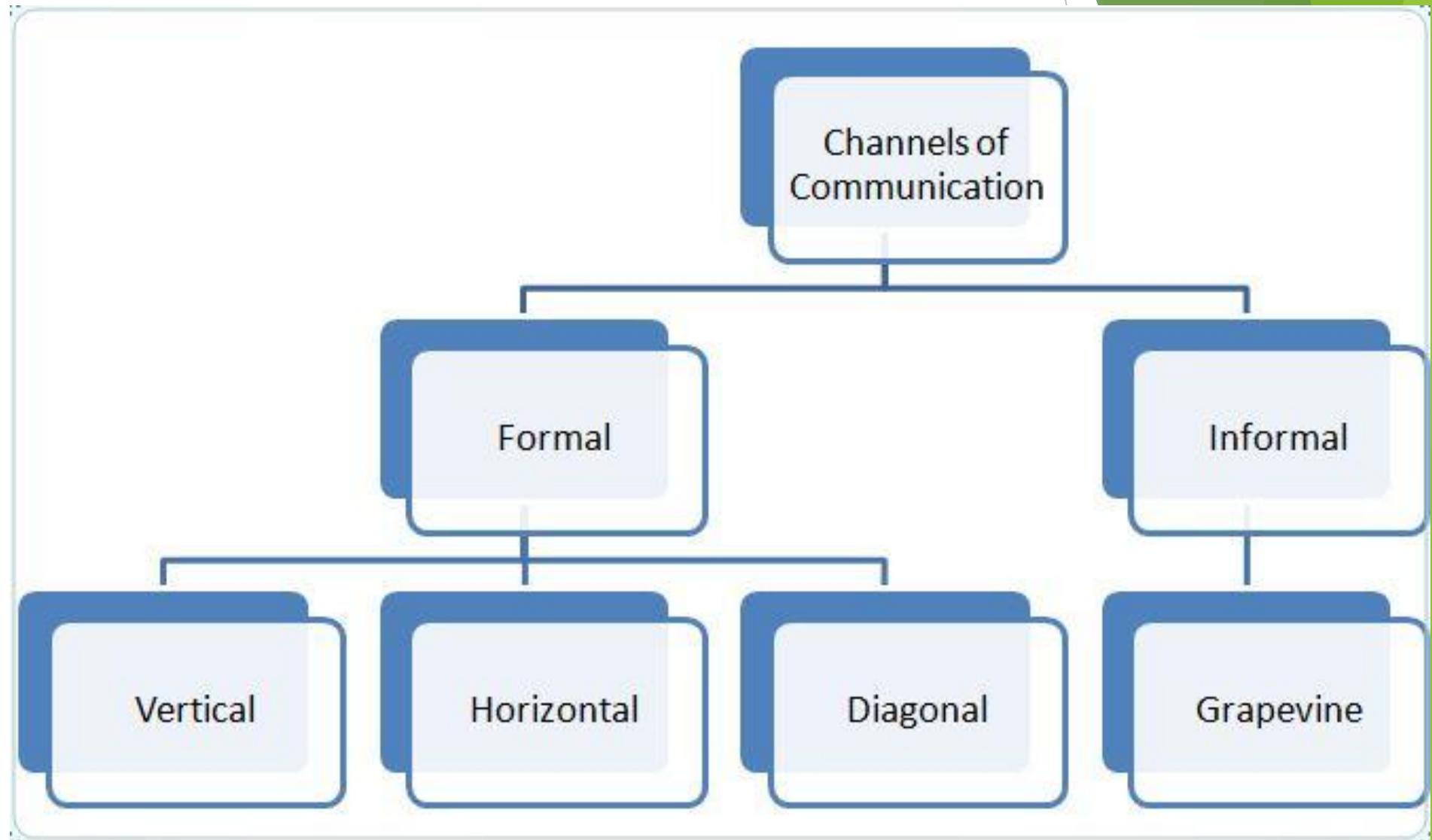
Since only a small number of employees typically pass on information to more than one other person, managers can analyse grapevine information and predict its flow. Both advantages and disadvantages arise from the grapevine (Table 3.1). However, the advantages to an organization of using the grapevine seem to outweigh the drawbacks. To effectively use this channel, organizations should:

- Not ignore information received through the grapevine
- Use this channel to supplement the formal channel
- Identify but not threaten the main sources of information
- Try to understand the human relationships involved in grapevine communication.

TABLE 3.1 Characteristics of the grapevine

Advantages	Disadvantages
<p>In general, the grapevine is</p> <ul style="list-style-type: none">• not expensive• rapid• multidirectional• if carefully cultivated, capable of resolving conflicts• not be reliable, as nobody takes the• an outlet for anxieties, worries, frustration• a promoter of unity and solidarity• voluntary and unforced	<p>If information from the grapevine is blindly accepted, it may</p> <ul style="list-style-type: none">• reveal some degree of error• be harmful in case it is baseless or imaginary• lead to misunderstandings because of incomplete information responsibility for it• cause damage to the organization because of its excessive swiftness at times (e.g., a baseless rumour that is not clarified in time will be accepted as the truth, causing a negative impact)

Flow of communication:



Information flows in an organization both formally and informally. Formal communication refers to communication that follows the official hierarchy and is required to do one's job. In other words, it flows through formal channels—the main lines of organizational communication. Internal-operational and external-operational communication is formal. In fact, the bulk of communication that a business needs for its operations flows through formal channels. For example, when a manager instructs a subordinate on some matter or when an employee brings a problem to a supervisor's attention, the communication is formal. Similarly, when two employees interact to discuss a customer's order, the communication is formal. Information of various kinds flowing through formal channels, such as policy or procedural changes, orders, instructions, and confidential reports, is formal communication. Formal communication can flow in various directions—vertical, lateral, or diagonal.



→ Downward communication

→ Upward communication

→ Horizontal communication

Modes of communication:

1. Formal or informal communication
2. Oral or written communication
3. Internal and external communication
4. Verbal and non verbal communication

MODES OF COMMUNICATION

Formal and Informal

Communication can be both formal and informal. The formality or informality of communication depends on one's relationship with the sender or receiver. When we meet a person socially for the first time, we are very formal—the way we address him/her, the words we use, the tone, etc. Gradually, as we become friendly, we start getting familiar, use slangs, address each other informally, and do not really bother about the tone. So it can be deduced that one is more alert during formal communication but relatively carefree during informal or casual communication.

The same is applicable to communication within an organization. When working directly for the goal of the organization, formal communication is used. When discussing business strategies with employees, again, the communication will be formal. It will be formal when you ask your boss for leave. However, if you are with your colleagues and are sharing impressions of the latest film you have seen, you will be informal in your approach.

Both formal and informal communication modes are equally important, and the mode used is decided by the relationship, purpose, and occasion. Whenever there is uncertainty in deciding between formal or informal communication, formal communication should be preferred, as it does not involve the risk of offending the opponent. For example, when you meet colleagues in the relatively informal atmosphere of a cafeteria, and have to strike up a polite conversation, being formal is the best approach till you are more comfortable. Sometimes it is assumed that written communication is always formal, which is not true. For example, if you are writing a complaint letter to the electricity board about frequent power cuts in your neighbourhood, you will be formal. However, if you leave a note for your spouse saying that you may be late for some reason, you will be informal.

Informal communication within any set-up is known as the *grapevine*, referring to rumour. When people involve themselves in the grapevine, they must be conscious that it can be both useful and harmful for the growth of the organization as well as the individual. You will learn more about communication networks in Chapter 3.

Oral and Written

Any communication can be divided into two equally important categories: oral and written. The written mode has several advantages over the oral mode, as it is very convenient to send lengthy messages with a lot of information that cannot be shared orally. Second, in written

to the receiver to analyse the message and its implications. Written messages can also be supplemented with visual aids such as charts and tables. We will learn more about visual aids in Chapter 3.

Written communication has some disadvantages as well. It takes longer to draft and convey a written reply, so it will not work in places where time is of vital importance, e.g., when discussing an urgent business deal. Second, in a negotiation-like interaction, which requires a lot of exchanges between two parties, written communication can take a long time.

TABLE I.1 Forms of oral and written communication

Oral forms	Written forms
Face-to-face conversations	Memos
Telephone conversations	Letters
Meetings	Emails
Seminars	Faxes
Conferences	Notices
Dictation	Circulars
Presentations	Newsletters
Group discussions	Reports
Interviews (employment, press)	Proposals
Video conferences	Research papers
	Bulletins
	Brochures
	Manuals
	In-house journals

The other disadvantage is that it cannot be supplemented with non-verbal gestures and postures, which are sometimes essential for a message to be properly interpreted. Without personal touch, written communication can seem very curt and straight, sometimes making a simple request sound like an order.

Some forms of oral and written communication in an organization are listed in Table 1.1. It is not necessary that all these forms of communication should exist in an organization. If the organization is very large, for example, a university with various affiliated institutions or a business enterprise with branches across the nation and abroad, it may have all these forms of communication, whereas a smaller educational institution or business may not require all of them.

Internal and External

Communication within an organization is known as *internal communication*, which is usually formal. The interactions take place through preset formats, and are usually not ad hoc or unplanned. Internal communication helps in achieving an organization's goals by informing the members of the general and specific objectives of the organization, either at the macro or at the micro level. Usually, superiors take decisions and convey them to their subordinates. It is only through internal communication that this information is disseminated to various departments and employees within the organization. Letters, reports, instructions, seminars, etc. are methods of transmitting information.

To expand the boundaries of business, a good relationship with other external organizations is a must. This requires a sound communication strategy. All official, technical, or professional communication with people outside the organization is known as *external communication*. This mode is equally important, as it helps in achieving an organization's goals by coordinating with external agencies. External communication refers to interaction with shareholders, regulators, vendors, service companies, customers, and the general public, e.g., the process of auditing.

Verbal and Non-verbal Communication

Verbal communication includes both oral and written communication. We will study the verbal forms of communication in the chapters on speaking and writing. This section discusses non-verbal communication.



Crossed at the
ankle



Crossed at the
knees



Open crossed with
one ankle on the
other thigh



Uncrossed and
straight closed
together



Uncrossed and
straight far apart

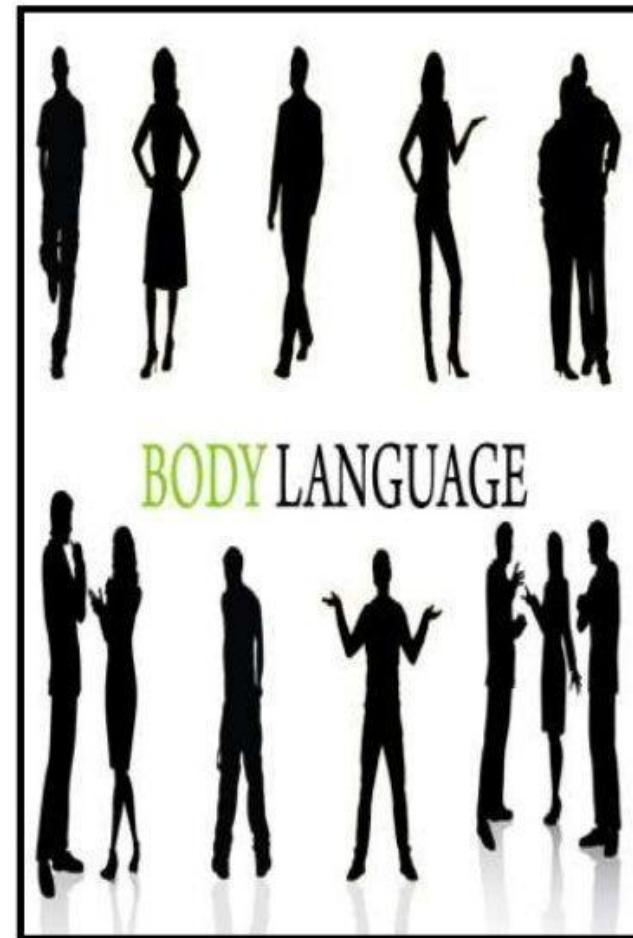
While verbal communication is organized by language, non-verbal communication is not. Non-verbal communication refers to all communication that occurs without the use of words, spoken or written. Non-verbal communication is concerned with body movements (kinesics), space (proxemics), and vocal (paralinguistic) features. It includes all unwritten and unspoken messages, both intentional and unintentional. Non-verbal cues, however, speak louder than words, as even though speech can be made up, bodily expressions can rarely be masked well enough to hide one's true feelings and emotions.

Personal appearances, facial expressions, postures, gestures, eye contact, voice, proximity, and touch are all non-verbal signals that influence the way in which a message is interpreted and understood. Though they have a profound impact on the receivers, it is difficult to analyse them accurately. This is because the interpretation of non-verbal cues is a very subjective concept, varying based on people's varied backgrounds (refer to cross-cultural communication). Nevertheless, they must not be ignored, but recognized and understood as

- correctly as possible. The following sections elaborate on this aspect of communication. See the PowerPoint presentation on body language in the DVD. See also the GD and interview video situations on body language.

What is Kinesics?

- ▶ Kinesics is the study of Body Language
- ▶ The study of the way in which certain body movements and gestures serve as a form of non-verbal communication.
- ▶ Body movements and gestures regarded as a form of non-verbal communication.



KINESICS

Kinesics is the study of the body's physical movements. It is the way the body communicates without words, i.e., through the various movements of its parts.

'You cannot not communicate. You communicate just by being. Nodding your head, blinking your eyes, shrugging shoulders, waving hands, and other such physical activities are all forms of communication.'

-Watzlawick and associates

'He that has eyes to see and ears to hear may convince himself that no mortal can keep a secret. If his lips are silent he chats with his fingertips; betrayal oozes out of him at every pore.'

-Sigmund Freud

Some kinesic behaviours are deliberate. For example, you nod your head to indicate acceptance. While speaking, listening, reading, or writing, we consciously use words to receive or send ideas. Why do we use words? Because they are the primary symbolic forms that convey our thoughts. On paper, words remain static; however, punctuation marks are used to convey pauses, expressions, emotions, etc. But in face-to-face communication, the message is conveyed on two levels simultaneously. One is verbal and the other is non-verbal. For example, suppose you are congratulating two of your friends on their successful interviews. If you extend your hand to them with a big smile on your face along with the utterance, 'Congrats', your appreciation has more impact on them than the word in isolation. Your smile and the handshake are kinesics, which enhance the impact of your verbal communication.

The non-verbal part of any communication is not as deliberate and conscious as the verbal part. Rather, it is subtle and instinctive, and often involuntary. It is important to study body language because it is estimated that the verbal component of oral communication carries less than 35 per cent of the social meaning of the situation, while more than 65 per cent is attributed to body language. People react strongly to what they see.

Body Language

When a speaker presents himself/herself, we see him/her before we start hearing him/her. Immediately, we begin developing impressions of his/her abilities and attitudes based on the non-verbal signals he/she sends. This is why body language is so critical in oral communication.

Body language includes every aspect of our appearance, from what we wear, how we stand, look, and move, to our facial expressions and physical habits, such as nodding the head, jingling change in the pocket, or fiddling with a necktie. Our use of space and gestures are other key indicators.

Personal appearance Personal appearance plays an important role; people see before they hear. Just like we adapt our language to the audience, we should also dress appropriately. Appearance includes clothes, hair, accessories, cosmetics, and so on. Today, the purpose of clothing has

altered from fulfilling a basic need to expressing oneself. Clothes also accentuate the body's movements, and the choice of clothes reveals a lot about the wearer's personality and attitude.

Personal appearance must be so planned that it communicates effectively to others. Even before a speaker utters his/her first syllable the audience begins to form an opinion about him/her and visualizes the way he/she is going to talk. One's appearance may put the audience into a resistant or hostile attitude or induce in them a receptive mood. To be clean and well groomed, conforming to the need of the occasion, is of utmost importance. Appearances communicate how we feel about ourselves and how we want to be viewed.



Posture Posture generally refers to the way we hold ourselves when we stand, sit, or walk. One's posture changes according to the situation. If nervous, one would normally be seen pacing, bobbing the shoulders, fidgeting with notes, jingling coins, moving constantly, or staying glued to the ground.

When we are with friends we are probably spontaneous. We are not conscious about our posture and our physical movement is natural. But when we encounter an unfamiliar situation, we become more conscious of our posture. For instance, during an oral presentation, stiff positions, such as *standing akimbo* (with hands on hips and elbows pointing away from the body), send the message of defiance or aggression. It is always better to lower the hands to one's sides in a natural, relaxed, and resting posture. Standing, sitting, or walking in a relaxed way is a positive posture, which will encourage questions and discussion. Also being comfortably upright, squarely facing an audience, and evenly distributing one's weight are aspects of posture that communicate professionalism, confidence, attention to detail, and organization. The way one sits, stands, or walks reveals a lot:



Slumped



Erect



Lean forward



Lean backward



Crossed arms



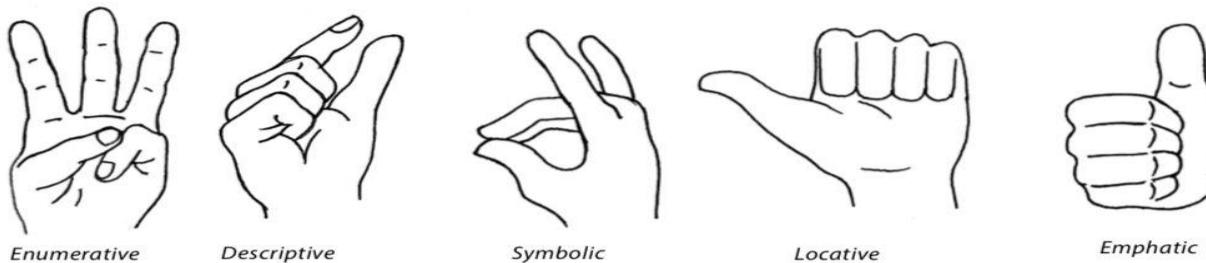
Uncrossed arms

- Slumped posture—low spirits
- Erect posture—high spirits, energy, and confidence
- Lean forward—open, honest, and interested
- Lean backward—defensive or disinterested
- Crossed arms—defensive and not ready to listen
- Uncrossed arms—willingness to listen

Gesture Gesture is the movement made by hands, head, or face. Skillful and appropriate gestures can add to the impact of verbal communication. A well-timed gesture not only drives a point home but also enhances the value of what is being said. Similarly, an awkward gesture (like playing with a key chain or button) can mar the effectiveness of the message.

Gestures clarify our ideas or reinforce them and should be well suited to the audience and occasion. Gestures are more numerous than any other form of non-verbal communication, and the meanings attached to them are diverse. It has been observed that there are as many as 700,000 varied hand gestures alone (Birdwhistell 1952), and the meanings derived from them may vary from individual to individual. Some hand gestures are shown in a PowerPoint presentation on body language in the CD.

Gestures should not divert the attention of the listener from one's message. They should be quite natural and spontaneous. Be aware of and avoid irritating gestures such as playing with a ring, twisting a key chain, clasping hands tightly, or cracking knuckles. Gestures can roughly be divided into the following types:



- Enumerative—numbers
- Descriptive—size of the objects
- Symbolic—abstract concepts
- Locative—location of an object
- Emphatic—emphasis

Facial expression Along with postures and gestures, facial expressions also play an important part in non-verbal communication. The face is the most expressive part of our body. A smile stands for friendliness, a frown for discontent, raised eyebrows for disbelief, tightened jaw muscles for antagonism, etc. Facial expressions are subtle. They can be used in a variety of ways to aid, inhibit, or complement communication. The face rarely sends a single message at a time. Instead, it sends a series of messages—facial expressions may show anxiety, recognition, hesitation, and pleasure in quick succession.

Facial expressions are difficult to interpret. Though there are only six basic expressions, there can be many shades and blends of these. Also, people tend to hide their true feelings, and

project expressions that are appropriate according to the circumstances. The six basic facial expressions are:

- Happiness
- Disgust
- Anger
- Surprise
- Fear
- Sadness

Eye contact Eyes are considered to be the windows of the soul. We look at the eyes of a speaker to find out the truthfulness of his/her words, intelligence, attitudes, and feelings. Eye contact is a direct and powerful form of non-verbal communication. We use our eyes to cull information. Eyes are also a rich source of feedback.

Looking directly at listeners builds rapport. Prolonging the eye contact for three to five seconds (without, however, giving the impression of staring) tells the audience that the presenter is sincere in what he/she says and that he/she wants us to pay attention. Eye contact is especially important when we start a conversation.

Our upper eyelids and eyebrows help us convey an intricate array of non-verbal messages. Arabs, Latin Americans, and South Europeans look directly into the eyes. Asians and Africans maintain far less eye contact. In the professional world one should make personal and pleasant eye contact with the listeners. Eye contact shows one's intensity and elicits a feeling of trust. A direct look conveys candour and openness. This direct and powerful form is a signal of confidence or sincerity; therefore, experienced speakers maintain longer eye contact. The eyes should convey the message, 'I am pleased to talk to you, do believe in what I am saying?'



Happiness



Surprise



Disgust



Fear



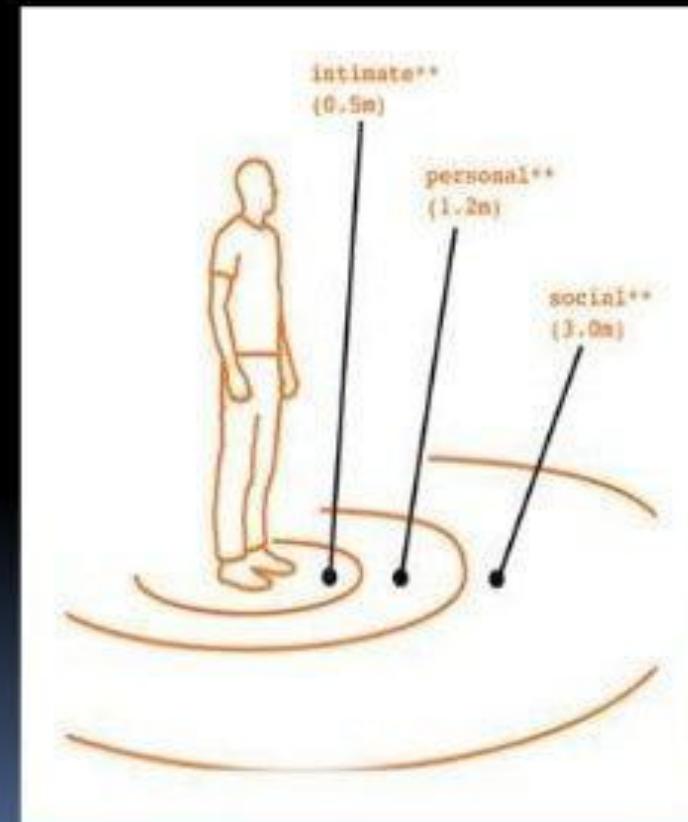
Anger



Sadness

Proxemics

According to proxemics, physical distance between two people can be co-related to relationship they share, be it personal or social. Proxemics define this distance.



PROXEMICS

Proxemics is the study of physical space in interpersonal relations. Space is related to behavioural norms. The way people use space says a lot about them. In a professional setting, space is used to signal power and status. For instance, the head of a company has a larger office than junior employees.

Gestures should be in accordance with the space available. When there is plenty of space to manoeuvre, one should move more boldly and expand one's gestures. When seated at a table, one should use milder gestures. One can even subtly reach out over the table to extend one's space. This expresses control and authority.

It is possible to learn a great deal about how to manipulate space by watching dynamic and influential speakers. Interestingly, like kinesics, proxemics also has cultural variations. A Latin American or French person is likely to stand closer to another person when conversing than an Anglo-Saxon would in the same situation. Americans, addressed from a close distance, may feel offended or become aggressive. Studies show that Americans, unlike many other nationals, avoid close contact with one another in public places. Indians decide the distance based on the relationship. They prefer to maintain distance with elders and a superior person. However, with a friend they may maintain less distance. Edward T. Hall (1966) divides space into four distinct zones (see Figure 3.1).

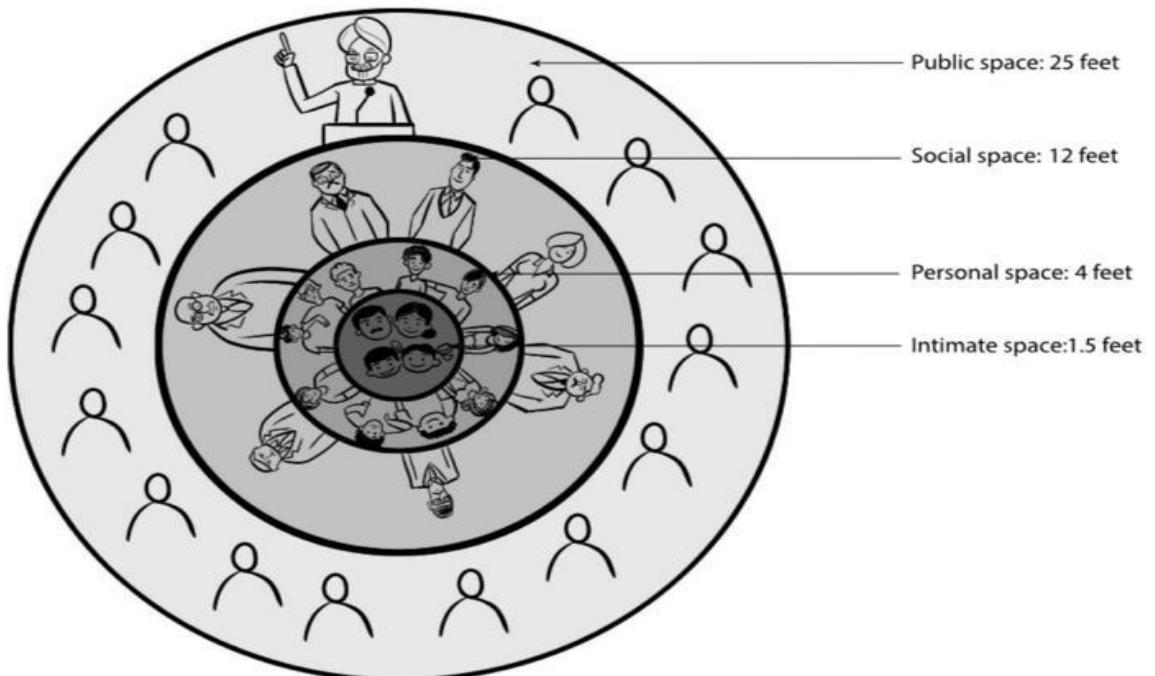


FIGURE 3.1 The four distinct space zones

Intimate This zone starts with personal touch and extends just to 18 inches (one and a half feet). Members of the family, lovers, spouses, relatives, and parents fall under this zone. The best relationship that describes it is the mother–child relationship. This zone does not need active conversation. One can whisper or make unintelligible sounds but still be able to communicate. Other individuals come close for a very brief period and only under special circumstances—when they want to congratulate, sympathize, or console. A handshake, a pat on the back, or a hug, all come into this zone.

Personal This zone stretches from 18 inches (one and a half feet) to 4 feet. Close friends, colleagues, peers, etc. fall in this zone. Instead of whispering sounds or utter silence, there can be normal conversation in this zone. Though this zone is personal, it is quite a relaxed and casual place. It permits spontaneous and unplanned communication. Sitting or standing so close brings one closer to the listener and gives the impression of friendliness and warmth.

Social Social events take place in the radius of 4 feet to 12 feet. In this zone, relationships are more formal and official. People are more cautious in their movements. These situations involve less emotion and more planning. The number of people decides whether it should be a sitting–sitting or sitting–standing position. It is through experience that one decides which position to take. If the number of people is less and eye contact can be maintained, a sitting–sitting position can be used. To be authoritative with a large audience, a sitting–standing position is used.

Public This zone starts from 12 feet and may extend to 25 feet or to the range of eyesight and hearing. Events that take place in this zone are formal. Here the audience views what is happening as an impartial observer. The degree of detachment is very high. The audience is free to do whatever it feels like. Here the speaker has to raise his/her voice to communicate to others or use a microphone. Public figures like the prime minister of a country, for example, have to maintain this distance for security reasons.

CHRONEMICS

Chronemics is the study of how human beings communicate through their use of time. How do we communicate with others? What does time mean to us? In order to use time as an effective communication tool, we should understand its impact on the various aspects of our lives and act accordingly. We must attempt to use time as effectively as possible.

In the professional world, time is a valuable resource. When we are late for an appointment, people react negatively. If we arrive early, we are considered either over-eager or aggressive. So, we should always be *on time*. By valuing someone else's time, we communicate our professionalism or seriousness both subtly and explicitly.

People have their own *time language*. To one person who wakes up at 8:00 a.m., 6:30 a.m. may be early; to another, 8:00 a.m. may be late if he/she wakes up at 5:00 a.m. every day!

Time language also varies from culture to culture. In Latin countries, meetings usually begin well after their appointed time. Everyone knows this. It is customary, and no one is offended by the delay. In Scandinavia or Germany, on the other hand, strict punctuality is the rule, and tardiness is frowned upon. In India, time language varies according to the occasion. Punctuality is expected for a professional meeting, but it is not insisted upon for a party. People in India are generally liberal with time.

Paralinguistic

- Paralinguistic features are non-verbal vocal cues that help you to give urgency to your voice
- Your voice is your trademark
- It is that part of yourself that adds human touch to your words
- Writing does not have that immediacy (nearness) because the words are static on a page
- Voice gives extra life to your delivery. Therefore, you may find it useful to understand the characteristic nuances (level) of voice, namely
 - (i) quality, (ii) volume, (iii) rate, (iv) pitch, (v) articulation, (vi) pronunciation, and (vii) pauses.



➤ **Clues of Paralinguistics :**

- Volume of voice
 - Speed of voice
 - Intonation
 - Tone
 - Pronunciation
 - Articulation
 - Pause
 - Punctuation marks
- 

❖ **Volume of voice :**

It is not just , what you say ; it is how you say it. When you whisper something, it conveys that you want to hide something. When speaking something aloud, you want it to be heard by all. Moreover, the way whisper or say things aloud conveys something.

While addressing an audience, if your volume is not loud enough, it suggest lack of confidence or shyness. While talking to someone on phone your speaking loudly is suggestive of your lack of good manners and etiquette as well as irritable.

❖ **Speed of voice :**

The speed of voice should be such that the listener can follow everything that you are speaking.

If you are speak very fast, they may not connect the previous idea with the next one. Moreover, in live talk they can't even rewind. Similarly, if the speed is very slow then also it is likely that listener loses connection.

❖ Intonation :

- Stress and Intonation blend together to lend charm to English speech.
- Intonation means variation of voice or speech.

It tells the listener if the message is in form of a question, statement or exclamation. The emphasis laid on a particular word in a particular manner would decide the meaning.

❖ Tone of voice :

- The Tone tells about the attitude of the speaker.

The tone tells about the attitude of the speaker.
The tone can be sarcastic, aggressive, critical, nervous, monotonous, disappointed, friendly, enthusiastic, vivid or persuasive.

❖ Pronunciation :

- The way in which a word is pronounced.

Pronunciation is the first thing that people notice during conversation. For correct pronunciation, knowledge of phonetics is essential. A person should know the difference in the pronunciation of various sounds like /e/ and /æ/ , /θ/ and /u:/ , etc.

❖ Articulation :

- Articulation is the clarity in your voice.
- Clearly articulated message indicates competence and confidence.

You should speak in such a way that all the words are understood by the listener. If you speak sloppily or mispronounce the words, the listener easily gets distracted and sometimes meaning too changes.

❖ Pause :

The break a person takes while speaking and its duration is known as “Pause” in paralinguistics. Different meanings are conveyed by Pauses.

A Pause can have two different functions:

1. A temporary vocal inaction:

This indicates the speaker’s uncertainty, hesitation, tension or uneasiness.

2. A Pause:

This shows favour or disfavour, Agreement or Disagreement.

❖ **Punctuation Marks :**

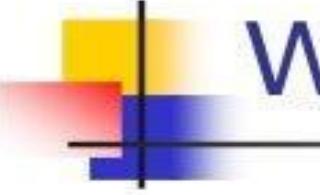
Generally, Punctuation Marks are very helpful in written form. Appropriate use of punctuation marks brings clarity to the content and prevents confusion.

Example:

- Go slow, Man at work.
- Go, slow man at work.

Summary :

- **Volume:**
 - Loudness or softness of the voice.
- **Speed of voice:**
 - The pace with which something is spoken.
- **Intonation:**
 - Rise and Fall in voice.
- **Tone of voice:**
 - Feelings added while speaking.
- **Pronunciation:**
 - The manner in which a word is uttered.
- **Articulation:**
 - Clarity in the voice.
- **Pause:**
 - A break taken while speaking.
- **Punctuation Marks:**
 - The use of conventional symbols and spacing in communication.



What is Cross Cultural?

- First we have to define culture-
 - Culture-the act of developing by education, discipline, social experiences: training or refining the moral and intellectual faculties
- Cross cultural teams in business would include a variety of all of these attributes of culture and apply them to the Business atmosphere as is the case of Nokia in Europe.
- Why has it become so important?

CROSS-CULTURAL VARIATIONS

'Preservation of one's own culture does not require contempt or disrespect for other cultures.'

-Cesar Chavez

organizations to get the desired results at the workplace.

It is not simple to define culture in concrete terms. Culture is a complex concept, with a variety of definitions. The dictionary meaning of the word 'culture' is a group or community with which we share common experiences that shape the way we understand the world. It consists of groups that we are born into, such as gender, race, or national origin, etc. It also includes groups we join or become part of, or the new habits we acquire as we interact with different people throughout our lives. Culture consists of various elements such as language, religion, politics, etc. Let us now discuss each element individually.



Language

Language forms the basis of all communication. It includes spoken, written, and body language. As mentioned, we are no longer restricted to one state or country during the course of our profession, relations, etc. As such, we often have to deal with people who speak different languages.

Religion and beliefs

Another important element of culture is religion. An individual's religious beliefs and norms, sacred objects, philosophical systems, prayers, and rituals are all parts of culture. Religion and belief affect the communication process. For example in India, some religious rites have become integral to our culture and have been adopted by people from other religions. Before starting any important project, it is a norm in India to follow certain religious rites and offer prayers. In conferences, it is observed that before starting the deliberation, prayers are offered and lamps are lit.

Values and attitudes

Different values and attitudes of individuals towards time management, decision-making, achievement, work, change, etc. are also important parts of culture. These attributes affect communication between people with differing values to a great extent. It becomes important

for people of different cultures to respect and appreciate each other's values to be able to communicate effectively without adversely affecting their sensitivities. In the Indian culture, e.g., little importance is attached to the personal space and privacy of an individual. For example, when you meet someone and think of striking up a conversation, you can ask questions about that person's marital status or where he or she works or lives. Some South American and Mediterranean countries also allow this liberty. On the other hand, in Western countries, such unnecessary questions will be treated with a lot of apprehension and be considered highly inappropriate. In India, people do not place much importance on punctuality. It is fashionable to walk into a party late, or acceptable to dial into a teleconference five minutes later. Our Western counterparts may look at these as signs of disrespect. Gradually, in the global workplace, people of various cultures are learning to accept and respect each other better than they could a decade earlier. Knowing these basic differences and shaping our reactions accordingly are essential for overall successful communication.

Politics and law

The political system of a nation consists of national intents, power, ideologies, political risks, sovereignty, law of the country in which the organization works, rules and regulations imposed by the government, etc.

Technology

Technology includes scientific make-up, invention, communication media, urbanization, etc. and these are all essential parts of culture. For example, with the growth of information and communication technology, we have seen a tremendous change in the social and cultural framework of urban India.

Social organization

Social organization is an important element of culture. It consists of social institutions, the authority structure, interest groups, and status systems, etc. All these elements constitute the culture of a nation. For instance, maintaining eye contact with a senior during conversation was considered disrespectful in our culture until a few years ago. However, all this is changing in the professional world. Most organizations are adopting a corporate culture that might take some time to get oneself acquainted with. In most multinational companies, it is okay to address one's senior with his/her first name. It is an American tradition, and does not show disrespect or over-familiarity like we think it does. So, one must be cognizant of the various hidden conventions that are prevalent in the professional world.

Significance of Understanding Culture

There are different cultural groups in the world with different patterns of behaviour, religions, languages, politics, values and norms, etc. Thus, the same action is interpreted differently in different nations. For example, 'thumbs up' in America means approval, but is considered vulgar in Iran and Ghana (see the PowerPoint presentation on body language in the accompanying CD). This makes clear the importance of understanding different cultures. However, when we cross cultural boundaries, we carry our own culture with us. We must understand that our own cultural context cannot be used to judge the standards of another. It is imperative to give importance to another culture and not to judge others' behaviour according to our own cultural values.

