

UNIT-I

Organizational Communication

Facts about Communication

1. 39% of surveyed employees believe that people in their own organization don't collaborate enough.
2. About 75% of employers rate teamwork and collaboration as "very important", yet only 18% of employees get communication evaluations at their performance reviews.
3. 97% of employees and executives surveyed believe that lack of alignment within a team directly impacts the outcome of a task or project.
4. 86% of employees and executives cite lack of collaboration or ineffective communication for workplace failures.
5. 90% of employees who responded in a survey believe that decision-makers should seek other opinions before making a final decision, yet.
6. 40% of employees believe that decision makers "consistently failed" to seek another opinion.
7. Less than half of survey respondents said that their organizations discuss issues truthfully and effectively.

1.1. MEANING OF COMMUNICATION

"If you improve your communication skills, I guarantee you that you will earn fifty percent more money over your lifetime." — Warren Buffett

The word communication has originated from a Latin word 'communes' which means something common. It is a basic need. Communication is a process of sharing ideas, words, and attitudes

1-4

with someone. It is a 'natural' desire of human being to share his ideas and thoughts to others. Communication skills are related even in your personal and professional life. It can enhance your productivity, prosperity.

According to another statement from Emerson ; which focuses on another aspect of communication a very significant aspect of Communication. He says,

"Thought is the blossom, language the bud, action the fruit behind it."

The Action here as communication, because communication means action, reaction, interaction as well as transaction. So, all actions put together were call it as communication. A thought is the blossom, so it looks like a flower. Language the bud, action the fruit behind it, so if it blossoms you get the fruit out of it, so if the thought is clear. So, communication is effective but in between there is this process of action, reaction and then there is interaction and transaction.

Definitions :

○ "Communication is the transfer of information from one person to another, whether or not it elicits confidence. But the information transferred must be understandable to the receiver" — **G.G. Brown**

○ "The Communication is the intercourse by words, letters or messages" — **Fred G. Meyer**

○ Two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information but also create and share meaning.

Communication process is not that easy and it is not as natural as a leaf to a tree. It will not be that spontaneously happening, the flow will not be so easy because there will be the same kind of barriers.

Communication is all this and much more. A good definition should not only give the precise meaning but also throw light on the scope of the word/expression. Communication is giving, receiving or exchanging ideas, information, signals or messages through appropriate media, enabling individuals or groups to persuade, to seek information, to give information or to express emotions. This broad definition includes body-language, skills of speaking and writing. It outlines the objectives of communication. It emphasizes listening as an important aspect of communication.

1.2. IMPORTANCE OF COMMUNICATION

1. Establishes effective leadership
2. Helps in proceeds of Motivation and Morale Development
3. Helps in Smooth Working

4. Promotes Cooperation and Peace
5. Acts as basis of Coordination and Cooperation
6. Acts as basis for Decision Making
6. Increases Managerial Efficiency

Effective communication helps organisations

Getting support from your own employees is extremely critical when the company is undergoing a change in leadership, ownership or getting rebranded in the marketplace. All employees need to understand the strategy and embrace the company's new identity.

When Serco Plc made the announcement of its intent to divest the private Serco BPO business (now Intelenet Global Services), its first step was to ensure that this decision was communicated effectively to the internal audiences to overcome the uncertainty that comes with marquee changes before the actual deal was signed. "Once that uncertainty was over, our aim was to keep the employees comfortable with the identity change for the second time (as this was the second time the business was undergoing a brand change). Replacing Serco and creating an identity for Intelenet presented us with a huge challenge," shares Susir Kumar, executive chairman, Intelenet Global Services.

The entire change management process was planned as a step-by-step process. The strategic communication programme was developed and managed across

DEALING WITH RESISTANCE TO CHANGE

- A company planning to introduce changes in leadership must effectively communicate the news to its employees to overcome the uncertainty that comes with the transformation
- It should try its best to keep employees comfortable with the identity change. The familiarity helps them ease in to the change
- Companies should regularly address employees, not only about the performance of the company but also about business objectives
- The new entity or the leader should be introduced to employees through town halls and induction programmes in a planned way

all locations in India and overseas to ensure consistency in dissemination of key messages. The message was communicated to each employee in various stages. The first involved restructuring the management and charting a fresh roadmap for the company. As part of the second stage, the senior management planned on off site for about top 50 executives to explain the new vision and introduce them to the new CEO. To manage change, the senior management at Lupin regularly addressed employees, not only about the performance of the company every quarter, but also about business objectives and the strategic direction the

organisation was heading in. This, says Ramesh Swaminathan, CFO, Lupin Limited, was "done seamlessly across levels, geographies and business functions, and this is critical for a global culturally diverse organisation like ours. In terms of a significant merger or acquisition that the company has undertaken, the employees are the first stakeholders to be briefed about it. The communication includes the business objectives and mechanics behind the acquisition. We also ensure that change is communicated to them by their own leadership as familiarity ensures their comfort and helps them ease in to the change. At Lupin, we also ensure that a new entity is introduced to the company through structured initiatives such as town-halls and induction programmes in a proper and planned way."

Improving the employee-management relations was the focus of all our activities. This resulted in no job loss and zero attrition. Our employees became our biggest wealth during this structural change

SUSIR KUMAR, executive chairman, Intelenet Global Services

- VANDANA RAMNANI

(Sources : Hindustan Times, New Delhi, Tuesday, July 05, 2016)

1-6

1.3. MEANING OF EFFECTIVE COMMUNICATION

Nowadays world has become a global village, which means just like a village, we are able to talk to people, one to one by the touch of a button get connected to many social networking sites. Anytime when we want to communicate with anybody we are able to connect immediately. But a big problem is here after sending so many messages on your mobile and Facebook. Suddenly the person realized that the other person has actually has not understood this one, even after years of seeming communication. This is because both they were involved in communicating not communication effectively.

Mark Twain (Famous American Novelist)

“The difference between the almost right word and the right word is really a large matter – it's the difference between the lightning-bug and the lightning.”

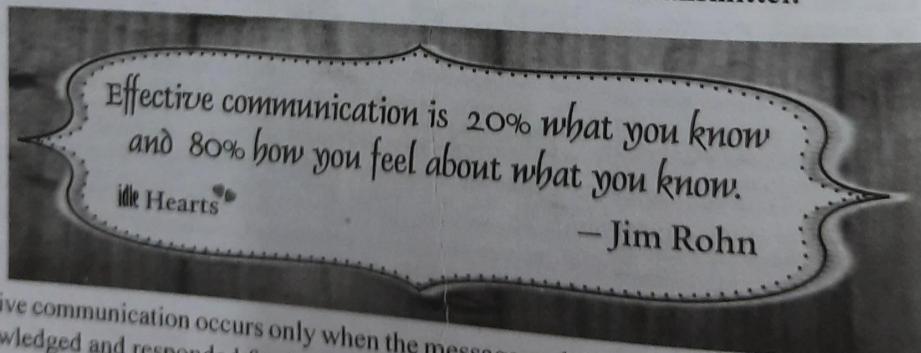
1. The almost rightward 90 percent it means one and the same

2. The right word which is 100 percent correct in the context in it is usage.

Knowing the difference between the almost right word and the right word amounts to being just a communicator and an effective communicator. So Mark Twain was trying to tell us in a very effective manner that tries to use the correct one the right word instead of compromising for the almost right one.

Only then you can become an effective communicator.

Effective communication is crucial for the success of an organization. Communication takes place when one person transfers data and understanding to another person. An effectual communication is one which is properly followed by the ‘receiver’ of the message and his feedback is known to the ‘sender’ or transmitter.



Effective communication occurs only when the message and the subtext are fully and completely acknowledged and responded feedback acknowledgment, an action or a verbal reply.

1.4. WHY EFFECTIVE COMMUNICATION IS IMPORTANT

1. Ineffective communication causes frustration, dysfunctional personal relationship stagnant organization, and even war between countries.
2. Effective communication is needed for success in interviews, jobs, proposal business and personal.

3. Academic performance, family life, professional promotions can be affected.
4. We exhibit poor self-image, which makes it difficult for us to command respect from others.
5. We are not satisfied with our work and ourselves because our goals and the goals of others are not met.

In a recent survey suggests that only effective communication allows us to have healthy and successful relationships both in personal as well as our professional life. It tells the differences in communication skills are strong predictors of an individual's success whether in society or at work.

1.5. EVERLASTING PROCESS

Communication 24 × 7 is an everlasting process. We communicate 24 into 7, all the time, the time we get up, the time we sleep even while snoring. Now, communication has become the basics of our lives, it surrounds us, protects us, changes us, reveals us ; identifies us, make us happy, makes us feels sad. People have made the mobile part and parcel of their life. We are just permeated and penetrated by the media of communication. We communicate our thoughts and feelings So, family, friends coworkers and friends every hour of every day. But the question is do we communicate effectively, despite the fact that we connect stop communicating.

Example Ineffective Communication

First – Hello, please deliver a burger.

Second – After delivery.

First – Oh. no, I did not want a nonveg burger.

Effect of Ineffective Communication. Misunderstanding did not convey the intended message. (Veg or Non-veg Burger).

1.6. SIGNIFICANCE OF COMMUNICATION

The significance of communication, the success of a leader manager and any professional depends on their ability to communicate. Lack of communication can affect the productivity. Even every resourceful people fail to deliver their contents due to lack of proper communication.

Especially in the downward communication if the manager or the higher authority is not able to communicate across with the subordinates, it can lead to the ill feeling among workers. , if it is not clearly communicated, then it is not possible to the people and the subordinates to relate their goals with the organization goals and then perform effectively.

“Half the word is filled with people who have something to say and connect say it and the other half, of people who have nothing to say and keep on saying it.”

– Robert Frost

1-8

There are two types of people. Firstly they try to say something but they are not able to say. Secondly, they keep on saying something but they have nothing to say. Now, in both cases communication reveals the person the people involved. So, communication is the one process by which we can express ourselves and communicate our identity.

1.7. COMMUNICATION PROCESS

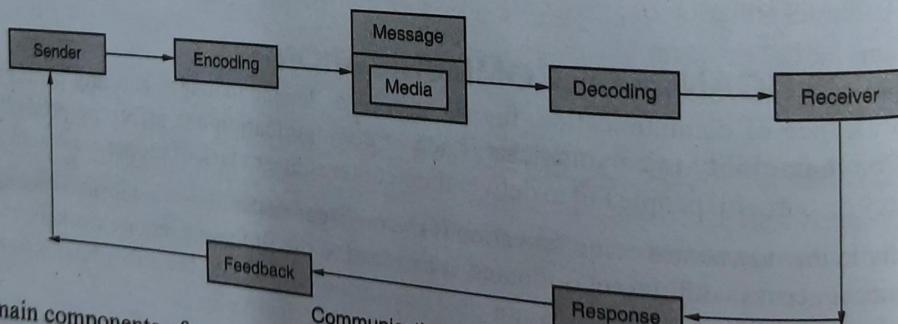
Communication is a two way process one person who is the sender, who transmits the message and the other person receives is also called as the receiver, the transmission is done through a channel, sender, receiver. The language or code used to convey the messages is called medium. The receiver sends back a response and the observation of the receivers response is called feedback.

Communication Process – Simple Model : Ask 5 WH Questions

1. Who sends [Sender]
2. Whom does he send ? [Receiver]
3. What does he send ? [Message]
4. Which medium ? [Channel]
5. What effect ? [Response/feedback]

Who sends what to whom through which channel with that effect ?

Communication is a process of exchanging verbal and non-verbal messages. It is a continuous process. Prerequisite of communication is a message. This message must be conveyed through some medium to the recipient. It is essential that this message must be understood by the recipient in same terms as intended by the sender. He must respond within a time frame. Thus, communication is a two-way process and is incomplete without a feedback from the recipient to the sender on how well the message is understood by him.



The main components of communication process are as follows:

1. **Context.** Communication is affected by the context in which it takes place. This context may be physical, social, chronological or cultural. Every communication proceeds with context. The sender chooses the message to communicate within a context.

2. **Sender/Encoder-Sender/Encoder** is a person who sends the message. A sender makes use of symbols (words or graphic or visual aids) to convey the message and produce the required response. For instance - a training manager conducting training for the new batch of employees. The Sender may be an individual or a group or an organization. The views, background, approach, skills, competence, and knowledge of the sender have a great impact on the message. The verbal and non-verbal symbols chosen are essential in the ascertaining interpretation of the message by the recipient in the same terms as intended by the sender.
3. **Message.** The Message is a key idea that the sender wants to communicate. It is a sign that elicits the response of recipient. Communication process begins with deciding about the message to be conveyed. It must be ensured that the main objective of the message is clear.
4. **Medium.** Medium is a means used to exchange/transmit the message. The sender must choose an appropriate medium for transmitting the message else the message might not be conveyed to the desired recipients. The choice of appropriate medium of communication is essential for making the message effective and correctly interpreted by the recipient. This choice of communication medium varies depending upon the features of communication. For instance - Written medium is chosen when a message has to be conveyed to a small group of people, while an oral medium is chosen when spontaneous feedback is required from the recipient as misunderstandings are cleared then and there.
5. **Recipient/Decoder-Recipient/Decoder** is a person for whom the message is intended/aimed/targeted. The degree to which the decoder understands the message is dependent upon various factors such as knowledge of recipient, their responsiveness to the message, and the reliance of encoder on the decoder.
6. **Feedback.** Feedback is the main component of the communication process as it permits the sender to analyze the efficacy of the message. It helps the sender in confirming the correct interpretation of message by the decoder. Feedback may be verbal (through words) or non-verbal (in form of smiles, sighs, etc.). It may take written form also in the form of memos, reports, etc.

1.8. COMPONENTS OF EFFECTIVE COMMUNICATION

1. **Conciseness and Clarity.** Conciseness means using the right amount of word in the right place. Don't write vague sentences, superfluous words, heavy words. Instead of using complicated terms thinking that it will impress the audience, use simple language be concise and clear in your communication.

For example,

Don't say, "That homo supine yearned for dihydrogen oxide" (Simply water H₂O)

Just say, "That man wanted water".

2. **Conviction and Confidence.** A communicator should have conviction and confidence so that he can instill the same in his audience. Robert Frost says with regard to writing poetry

1-10

which is as good as writing communication language or using communication, which is also relevant to the

"No tears in the writer
no tears in the reader."

3. Genuineness and Interest. Be genuinely interested in the subject matter to cause enthusiastic response from your receiver. To get the enthusiastic response from the audience must have been interest in the subject matter.

4. Empathy and Timing sense. Courtesy and politeness are the two main features of Effective Communication. Respect your audience, treat them with courtesy and politeness. Be sensitive so the utility of their time.

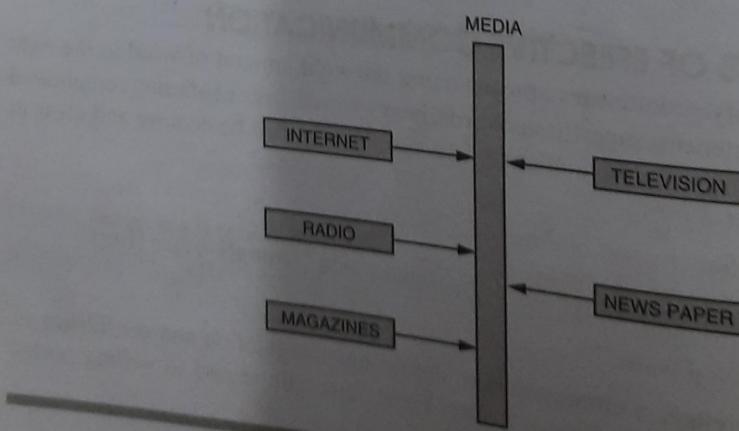
5. Brevity and Effectiveness. According to Shakespeare "Brevity is the soul of the wife. Be as brief as possible if you want to do effective communication.

1.9. MEDIA OF COMMUNICATION

In an era of social media, our sphere of communication has expanded significantly in recent years. With whom you communicate and how you communicate has changed entirely. This new connected era brings both opportunities and challenges.

We have many different levels of communication, each with a specific purpose and etiquette. They adequately engage us.

1. Landline
2. Cell phone
3. Face to face
4. IM
5. Text
6. Email.

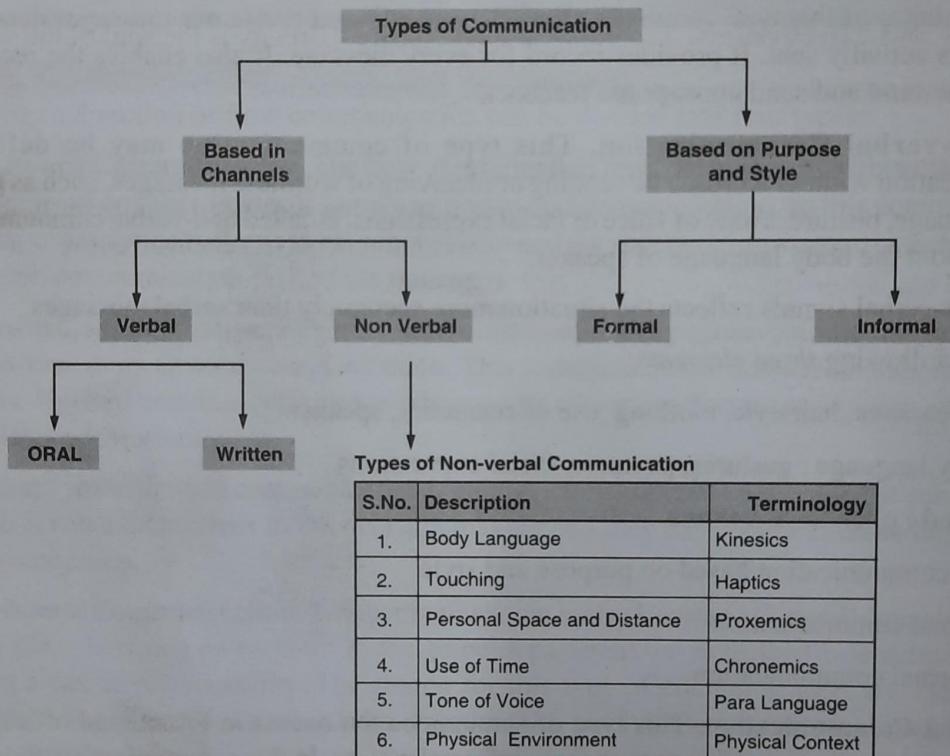


1.10. TYPES OF COMMUNICATION

A **Language** is a tool of communication. **Communication** is made possible with the help of any language only. Language employs a combination of words to communicate ideas in a meaningful way. By changing the word order in a sentence, you can change its whole meaning and even make it meaningless.

Language is directly dependent on people and cannot exist in isolation. Primitive man communicated only with sign language and cries. Later human beings become more interdependent and complex.

With the passage of time people had started to communicate with each other in a number of ways. So there are a variety of types of communication.



Types of communication – based on the communication channels

- (A) Verbal communication
- (B) Non-verbal Communication

(A) Verbal Communication. In this communication message is transmitted verbally ; it is done by word of mouth and piece of writing. It provides the opportunity for personal contact and two-way flow of information. Verbal communication is further divided into two types. They are :

1. Oral Communication
2. Written Communication

1-12

1. Oral Communication. In oral communication, speaker interacts verbally with one or more listeners. It includes one to one conversations, speech, telephonic conversation, radio, television. In oral communication is influenced by pitch, volume, speed and clarity of speaking.

The advantages of this type of communication, a person can get quick feedback. In direct conversation, a person can read the facial expression and body language.

2. Written Communication. This type of communication is the correspondence made in writing. A written message may be printed or hand written. This message can be transmitted via email, report, letter, memo etc. It is influenced by the vocabulary and grammar used, writing style, precision and clarity of the language used.

It is the most common form of communication being used in business.

The advantages of this type communication, we can edit and revise our messages many times before it is actually sent. It provides record for every message. It also enables the receiver to fully understand and send appropriate feedback.

(B) Non-verbal Communication. This type of communication may be defined as communication without words. The sending or receiving of wordless messages, such as gesture, body language, posture, a tone of voice or facial expressions, is called non-verbal communication. It is all about the body language of speaker.

Often non-verbal signals reflects the situation more accurately than verbal messages.
It has the following *three elements*

1. Appearance, hairstyle, clothing ,use of cosmetics, speaker.
2. Body language : gestures, postures, facial expressions.
3. Sound : pitch tone, volume.

Types of communication based on purpose and style

1. Formal communication
2. Informal communication

1. Formal Communication. This type of communication occurs in formal and official style i.e. corporate meetings, conferences undergo informal pattern. In this communication, the correct pronunciation is required.

2. Informal communication. It happens among friends and family. In this communication, use of slang words, foul language is not restricted. It is done orally and using gestures. It does not follow authority lines. It helps in finding out staff grievances as people express more when talking informally. It helps in building relationships.

1.10.1. Essential Types of Organizational Communication
The Following List Presents Some Commonly Used Forms of Communication
in Different Directions:

Oral	Written
<ol style="list-style-type: none"> 1. Personal instructions. 2. Lectures, conferences, meetings. 3. Grapevine rumors. 4. Interviews. 5. Face to face conversation. 6. Telephone etc. 7. Union channels. 	<ol style="list-style-type: none"> 1. Rules and instructions handbook. 2. Letters, circulars and memos. 3. Posters. 4. Bulletin and notice Boards. 5. Handbooks and Manuals. 6. Annual Reports. 7. House Magazines. 8. Union Publications. 9. Personal letters and suggestions. 10. Complaint Procedure.

1.10.2. Communication According to Direction

According to direction of flow communication can be divided into four types:

1. Downward Communication. The flow of information from the top level or from the superiors to a lower level or subordinates is known as downward communication. In this communication the manager passes instructions to his subordinates and the success of downward communication depends on communication skill of the managers.

2. Upward Communication. When the subordinates inform or pass any information to superiors then it is known as upward communication. This communication flows from subordinates to superiors. Upward communication generally consists of work performance, opinion, grievances or problems of the employees.

In the recent years, upward communication is gaining more importance because the subordinates prefer to involve themselves in the decision making and they have started demanding a better working condition.

3. Horizontal Communication. This communication is also known as 'Lateral' communication. It takes place between co-workers in the same department, or in different departments with different areas of responsibility. The reason for this type of communication are ; sharing of information to achieve the goals of the organization, resolve the interpersonal problems and building rapport.

The biggest potential of this communication is the sense of teamwork. Continuous communication of this type ensures that all co-workers work in a team.

4. Diagonal Communications. Diagonal communication is the flow of information between the persons working in different departments and holding different levels of authority. For example, the salesman may request the production manager to modify the product design according to the requirement of the customer. The diagonal communication prevents delay in flow of information and helps in taking fast decisions as subordinates of one department can directly communicate with the managers of another department.

Salesman

← Exchange of information between
the people working at different levels
in different departments

Production
Manager

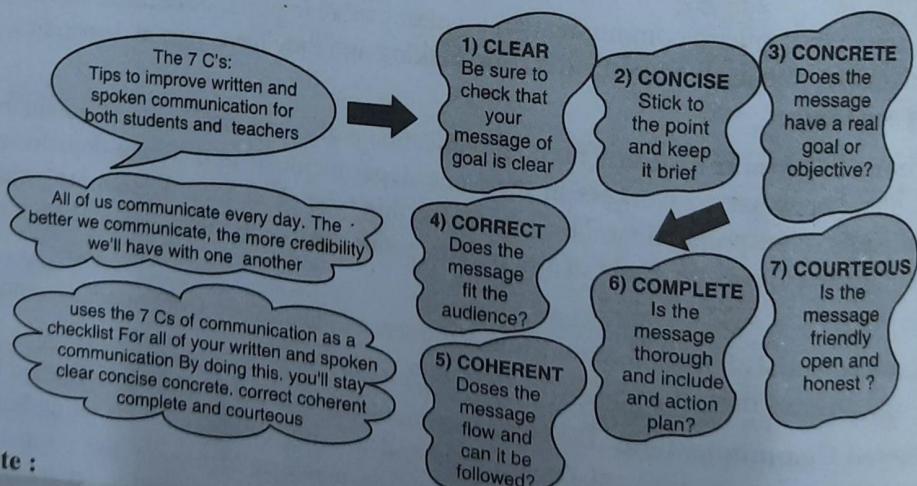
1-14

1.11. KEY BENEFITS OF COMMUNICATION

1. Communication is the foundation of organizational functioning.
2. Communication is the best handouts to planning.
3. Communication is as an expedite, facilitate able to leadership.
4. Communication is as an aid to allocation collaboration.
5. Communication helps in overcoming resistance to changes and ensures their implementation.
6. Communications works as the roots (basis) of good human relations.
7. It helps in building good public relations.
8. It facilities delegation of authority.
9. It works as an aid to controlling.
10. Communication is as pervading all walks of organizational life.

In other words we can say that good communication can prove your existence. By using this you can motivate workers to achieve their desired performance. It allows employees to interact with each other. This is only first and last way to maintain control over employees and their work environment. All information is dispersed throughout an organization by this channel. In spite of all these everyone can give their feedback to them. So communication is the essence of the basic functions of any organization.

1.12. SEVEN C'S OF EFFECTIVE COMMUNICATION



Key note :

Clear,

Make the goal of your message clear to your recipient. Ask yourself what the purpose of your communication is.

Concise,

Your message should also be brief and to the point. Why communicate your message in six sentences when you can do it in three?

Concrete.	Ensure your message has important details and facts, but that nothing deters the focus of your message.
Correct.	Make sure what you are writing or saying is accurate. Bad information doesn't help anybody. Also make sure that your message is typo free.
Coherent	Does your message make sense? Check to see that all of your points are relevant and that everything is consistent with the tone and flow of your text.
Complete	Your message is complete when all relevant information is included in an understandable manner and there is a clear "call to action". Does your audience know what you want them to do?
Courteous	Ensure that your communication is friendly, open, and honest, regardless of what the message is about. Be empathetic and avoid passive-aggressive tones.

Case Study

Vajpayee was a dazzling public speaker but in one-on-one or group conversations, his legendary pauses made it difficult to understand his viewpoint at times. IK Gujral was not a mass politician in any sense and did not face the democratic imperative of speaking to the nation. HD Deve Gowda was inarticulate and his lack of grasp over Hindi was a big handicap.

Dilip Cherian, an image guru, says a successful political communicator changes his message according to the platform, and Modi had done so on Tuesday again, by conveying he would report to the country directly. "We are going to see a new kind of PM, who will depend on one-on-one communication with citizens, in the western presidential mold."

(from TOI)

1.13. BARRIERS OF EFFECTIVE COMMUNICATION

Communication is a complex interactive process. It is not a very simple active process, but it is a complex interactive process. Communication involves shared assumptions. But frequent errors and misunderstandings are quite possible.

Barriers. We can not blame in the example that the man was entirely responsible for his situation.

An example of Perceptions. We cannot even blame the lady and the boy dialogue, either of them we cannot blame. Because communication itself is the culprit, language itself is the culprit. So this aspect of the communication is the barrier of communication.

A judge was interviewing a man regarding his pending divorce, and asked, "what are the grounds for your divorce ?"

He replied, "About three acres and nice little home in the middle of the property with a stream running by.

In frustration, the judge asked, "Man, why do you want a divorce ?"

He replied, "Oh ! I don't want a divorce", "My wife does". He said she can't communicate with me.

What went wrong ?

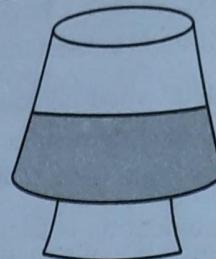
1-16

Grounds. It means both

1. factors of formal a basis for action or the justification or a belief.

2. an area of enclosed land surrounding a large building.

2. Perception. Half empty or half full



When a cup is filled with water partially you call this half empty or half full. Now psychologist says that if you say that this is half empty. It means you are a pessimist and if you say that this is half full. It means you are an optimist.

It brings out two different shades of mankind that thinking. So that optimist always looks for the positive side and pessimist always looks for the negative side.

But here is a question why should some of us always look at the bright side and some of the other look at the dark side why is it that happening. It is because of the socio cultural milieu, the society and culture that the person is surrounded with gives a perspective.

The Man is a human being. Society, culture, family, friends all these give him a kind of perspective one's interpersonal experiences. On this two aspects, we come to more about the person whether he was an introvert or an extrovert.

Robert Schuller said the mind is like a parachute. It functions only when it opens. So if the mind is open and only then you are willing to convey to the other person, so the communication environment is generated in a very fertile manner. So you should accept his point without prejudice.

If one's interested in becoming the good effective communicator and really interested in driving his point across if you want to convey your message effectively and want to drive home your ideas very firmly. So then you have to develop this empathy. You should also have an understanding of the physiology of man. Try to get into his mind. What are his inner thoughts and also an awareness of the differences in background, differences in perception, and the difference in point of view. We should try to analyze the person's verbal as well as non-verbal behaviour.

Try to look at the person as a unique person and try to remove the person from his religion, nationality and culture, custom and even the way he has dressed and the way he speaks. Remove everything and concentrate on the message. Give all the attention on the message. Don't try to link with certain background from which the person hails from. Don't cloud your judgment. (Don't be guided by prejudice)

Stephen R. Covey. Seek first to understand, then to be understood.

1.14. CLASSIFICATION OF BARRIERS

These barriers act as physical, mental emotional, psychological blocks and result in failure of communication and or miscommunication, things which are obstacles to effective communication, something that prevents active listening and careful response, anything that impedes the free flow of ideas.

1. Physical Barriers
2. Semantic and language barriers
3. Socio-psychological barriers
4. Organizational barriers
5. Cross-cultural barriers.

1. Physical barriers. Fallacious organizational structure :

- (a) large working area
- (b) closed office doors
- (c) discrete areas for people of different status
- (d) it states to stop the team member from effective interaction with each other.

Noise. Physical noise (outside disturbance) psychological noise (inattentiveness) written noise (bad typing), visual noise (late arrival of employees) can be the cause of disturbance.

Time and Distance. Improper time, network facilities, Mechanical breakdowns, defects in medium of communication

Information Overload. Excess number of people assigned for the same task is the main barrier of communication due to improper time management.

2. Semantics and Language Barriers

- (a) **Different languages.** Different language may be the cause of miscommunication.
- (b) **No clarity in speech.** Slow voice and pitch also can mislead the worker.
- (c) **Using jargons.** Many times experts used many technical words to their subordinates which may not be understood by the workers.
- (d) **Badly expressed message.** Due to the lack of vocabulary and gestures manager may fail to convey the same meaning to his team. It's so verbal communication is not matching with his body language.
- (e) **Wrong assumptions.** Sometimes the worker may misinterpret the assumption due to the use of faulty symbols for example **price, prize, right write.**

3. Socio-psychological barriers.

The difference in background is overlooked.

- (a) Economic background
- (b) Social
- (c) Upbringing

These barriers can be described as the cause of distorted. Communication because of human psychology problems.

1-18

- (a) Attitude and opinions
- (b) Emotions
- (c) Filtering and distortion of the message.
- (d) Status block
- (e) In attention
- (f) Close mind
- (g) Fields of experience
- (h) Group identification
- (i) Self-image
- (j) **Premature evaluation.** Sometimes people evaluate the meaning of the message before, the sender has completed the message. He may have some personal prejudice against the sender.
- (k) **Distrust.** Distrust between speaker and listener also acts as a barrier to effective communication.
- (l) Poor retention
- (m) **State of health.** Physical sickness is also become the cause of miscommunication.
- (n) **Self-centered attitude.** This is a big barrier for accepting others suggestions.

4. Organizational Barriers

- (a) Information gap if the upper level does not know the true state of affairs.
- (b) Messages are not read completely or not understood correctly.
- (c) Filtering of information according to one's understanding/interpretation.
- (d) Loss of messages as they pass from one level to another.
- (e) Lack of communication training
- (f) Insufficient communication training
- (g) Too many levels in organization structures
- (h) Poorly defined authority and responsibility
- (i) Individual skills
 - Active listening
 - Select the appropriate channel for the messages
 - Make a special effort to understand each other's perspective.

5. Cross Cultural Barriers. Culture Components of cross culture communication

- (a) Language
- (b) Value
- (c) Social relation
- (d) Concept of time
- (e) Concept of space

1-20

Ethical Principles.

1. **Legitimacy.** We perceive the laws and regulations control our profession. We make sure that all terms are consistent with laws and regulations with STC ethical principles.
2. **Uprightness and fairness.** We also dedicate ourselves to conciseness, clarity, coherence and creativity, striving to meet the needs of those who use our products and services. We seek to promote the public good in our activities. To the best of our ability we provide truthful and accurate communications.
3. **Confidentiality.** We respect the confidentiality of our organizations, our relations, our services and communications.
4. **Quality.** We try to produce supremacy in our communication products. We arrange realistic agreements with clients and employers. Then we attempt to fulfill our obligations in a timely, responsible manner.
5. **Professionalism.** We evaluate our services positively and judicious way. We also pursue professional self-improvement, especially through courses and conferences.

1.16. PLAGIARISM

What is Plagiarism? Plagiarism is defined as using the ideas or writing of another as one's own without giving proper credit.

1.16.1. Some have called Plagiarism Literary Theft

Plagiarizing is akin to stealing the intellect of another person. At times, plagiarism occurs because of ignorance, sloppy authorship, or lack of knowledge about proper sourcing. Sometimes, it is done purposefully. Experts have suggested that the concept of intellectual ownership is limited to Western societies, and this may be a factor in the increase of plagiarism on college campuses today. Others have blamed technologies such as the Internet for blurring the concept of plagiarism by making it simple for students to copy and paste a phrase or a sentence onto a paper. Business communication classes are not immune to these problems since many are writing centered. Students can download entire assignments and papers from Internet sites.

However, plagiarism can no longer be ignored. Because of technology, it simply is too easy to plagiarize. There is some irony here. The solution to discourage plagiarizing is the use of technology to detect problems that have occurred because of technology. Technological tools such as Turnitin and Safe Assign can help business communication professors detect and discourage plagiarism.

Summary Murray and Rowell (2009) have suggested that colleges and universities review their policies and institute "best practices" in how to combat plagiarism in an increasingly digital age. Plagiarism is a huge problem in higher education, particularly where international students are concerned because of cultural differences and a general lack of understanding of what constitutes plagiarism.

For business communication instructors, technology is the key to solving plagiarism issues before they occur. These instructors need to become experts in the uses of technology to detect plagiarism and encourage their students to submit assignments and papers that are plagiarism-free. If everyone uses technology cooperatively, instructors and students can avoid possible misunderstandings or academic sanctions.

1.16.2. Plagiarism in Everyday Writing

Here are some examples of plagiarism:

1. A student is expected to write a book report about a book that his teacher has assigned. The student doesn't want to read the book and is bored with the subject. He visits websites that provide reviews and book reports and he copies from each of the different book reports to create one report of his own.
2. A student is expected to write a research paper on a topic in his history class. The student had a friend who took a similar class five years ago. The student asks his older friend for a copy of his paper and then takes the paper and passes it off as his own, turning it in to the teacher with his name on it.
3. A student takes a large block of text from a book and quotes it in his paper word-for-word. The student puts a footnote into the paper indicating where the text came from; but, the student does not give any indication in the text that he or she is quoting directly from the paper.

Plagiarism Can Be Just Changing Some Words. Plagiarism does not have to be word-for-word plagiarism either. If you copy someone's ideas, paraphrase or simply change the words of existing text, you must provide proper attribution for the source of the ideas.

For example, consider this original passage:

The legal system is made up of civil courts, criminal courts and specialty courts such as family law courts and bankruptcy court. Each court has its own jurisdiction, which refers to the cases that the court is allowed to hear. In some instances, a case can only be heard in one type of court. For example, a bankruptcy case must be heard in a bankruptcy court. In other instances, there may be several potential courts with jurisdiction. For example, a federal criminal court and a state criminal court would each have jurisdiction over a crime that is a federal drug offense but that is also an offense on the state level.

If someone paraphrased or simply changed the words, as follows, this would be an example of plagiarism:

The legal system is comprised of criminal and civil courts and specialty courts like bankruptcy and family law courts. Every one of the courts is vested with its own jurisdiction. Jurisdiction means the types of cases each court is permitted to rule on. Sometimes, only one type of court can hear a particular case. For instance, bankruptcy cases can be ruled on only in bankruptcy court. In other situations, it is possible for more than one court to have jurisdiction. For instance, both a state and federal criminal

1-22

court could have authority over a criminal case that is illegal under federal and state drug laws.

The ideas are substantially similar and the second paragraph could be considered plagiarism of the first.

Read the example carefully!

Plagiarized Version

In examining technology, we have to remember that computers are not the first technology people have had to deal with. The first technology was the primitive modes of communication used by prehistoric people before the development of spoken language.

Correct Version

In examining technology, we have to remember that computers are not the first technology people have had to deal with. Frick (1991) believes that "... the first technology was the primitive modes of communication used by prehistoric people before the development of spoken language" (p. 10).

Reference:

Frick, T. (1991). Restructuring education through technology. Bloomington, IN: Phi Delta Kappa Educational Foundation.

1.17. LANGUAGE SENSITIVITY

Language Matters : The Importance of Sensitivity in Writing. *The way people write, along with the way people speak, is constantly evolving. Although at times there may be debate over the degree to which language should be reined in to consider of the sensitivities of various groups, a consensus has emerged in recent decades that the language we use in communicating with the public should be inclusive and free of bias.*

When submitting a paper for publication, it's important to be aware of the kinds of expressions that can be perceived as biased to improve your paper's chances of publication and suitability for a global audience. In the same way, we check our papers for grammar, spelling and readability, we should ensure that the language we use is inclusive to all who may read it. As writers, we want to hold readers' attention so that they will want to read our paper in its entirety. Using language that may offend some readers may diminish your credibility and keep people from reading your research.

To do this, you must make sure your writing is free of implied judgments based on race or ethnicity, gender, disability, sexual orientation, or age. For those of us who live in highly homogenous societies or those with more traditional gender roles, it may be a little harder to pick up on biased-sounding expressions in our writing. Try putting yourself in others' shoes: reading your paper, would you feel offended or excluded if your group was substituted for the one you are discussing? What if you were a member of the group being discussed? If so, changes are in order.

Writing without prejudice or bias. Overtly sexist or racist language is rare in scientific documents. Typically biased expression appears in subtle ways that the author may not even be aware of.

Writing that excludes some groups in favor of others, or treats ethnic/racial groups as unequal creates the perception that the writer is prejudiced. Similarly, writing that presents men and women as unequal, or excludes one or the other without reason will be perceived as sexist.

Avoiding sexist language. Sexism is more common in scientific writing than one might think, although it is often unintentional and unconscious.

A few examples of sexist expression:

1. Enterprising men and creative women have recently shown interest in home-based businesses. (note that different terminology is used for the genders, suggesting a bias)
2. Doctors need more free time to spend with their wives and children.

The fact that English has no gender-neutral singular pronoun makes it hard to avoid sexist language. Here are some alternatives that may help.

1. **Using plural constructions.** Writing your sentence in the plural may let you avoid using third-person singular pronouns. However, English grammar rules should still be followed.
Biased: A scientist should carefully document his experiments.
Grammatically incorrect: Every scientist should document their experiments.
Better: Scientists should document their experiments.
2. **Gender-neutral titles.** There are often good alternatives to gendered titles.
Not inclusive: policeman; chairman; stewardess
Better: police officer; chairperson, flight attendant
3. When referring to people generically, use gender-neutral terms
Not inclusive: man; mankind; manpower
Better: humanity; humankind; staffing
4. Using articles in place of the third person singular possessive.
S/he, his/her, and he/she are awkward and diminish readability. One way to avoid this is to use neutral expressions in place of the possessive form.
Biased: The housekeeper should return her uniform by Wednesday.
Better: The housekeeper should return the uniform by Wednesday OR Ask the housekeeper to return the uniform by Wednesday.
Awkward: Each student must check that s/he brings in his/her permission slip.
Better but still awkward: Each student must bring in his or her permission slip.
Best: Each student must bring in a permission slip.

1-24

1.18. TOP MOST INSPIRING COMMUNICATORS

Here are some Top most inspiring communicators are as follows :

1. Tony Blair

Helping Coe hugely with that bid was our next inspirational communicator. Politically, a controversial entry perhaps, but few would doubt that Blair is an amazing orator. Certainly he had a big picture vision and was able to convince others to help him try and bring it to reality. You can also watch the entertaining end to his last PMQs below.

2. Obama

A hugely inspiring politician who came along with an optimistic, motivational style right at the time when the USA (and most of the Western World) needed it most. Great quotes include: "We have got a story to tell that isn't just against something but is for something." On challenging American consumer excess:

"We can't drive our SUVs and eat as much as we want and keep our homes on 72 degrees at all times...and then just expect that other countries are going to say OK. That's not leadership. That's not going to happen." Like most people, Obama is also prone to the odd blooper, such as: "My friends, we live in the greatest nation in the history of the world. I hope you will join with me as we try to change it."

But as he himself said: "Greatness must be earned." It remains to be seen whether he can bring about the kind of change he promised. Can he do it? We hope he can.

3. John Simpson

At the risk of name dropping, Capella's founder had the pleasure of sitting next to Simpson at an awards dinner, thanks to a very kind client who knew how much I admired the BBC's World Affairs Editor. He was charming. His ability to make sense of extremely complicated world events and relay them back in a way that lets the viewer make up their own mind makes him the very best kind of journalist. He's written many fascinating books and tells a mean story about Colonel Gaddafi's flatulence.

4. Shakespeare

You may have heard of this guy who wrote a few decent ditties that are still appreciated by the odd person over 450 years on. He was a man who could entertain, enrage or impart vast wisdom in just a few dozen characters, long before Twitter forced us to distil our thoughts.

5. Angela Ahrendts, CEO of Burberry

Being a good listener (as my wife often reminds me) is just as important a communication skill as being able to talk fluently. Angela, who became Burberry CEO in 2006, is certainly a good speaker but she makes our list for ability to listen to what consumers and the global market wanted. Her transformation of Burberry from a small company with a tarnished image to perhaps one Britain's greatest brands is a case study in how consumer insight can drive business success. Below she talks about the importance of listening...

6. Gandhi

The leader of Indian nationalism in British-ruled India. Employing non-violent civil disobedience, Gandhi led India to independence and inspired movements for non-violence, civil rights and freedom across the world. A leader whose personality and common touch managed to transcend borders. The path film below of his famous visit to London in 1931 shows the amazing welcome he got (though not necessarily from the cynical narrator).

One of her most famous speeches was “Freedom From Fear”, which began: “It is not power that corrupts, but fear. Fear of losing power corrupts those who wield it and fear of the scourge of power corrupts those who are subject to it.”

A truly inspirational leader.

7. Stephen Fry

Fry could make this list on the basis of so many talents – he is an accomplished director and actor of screen and stage, he's written best-selling novels and poems, is a dedicated follower/explainer of technology and hosts the funniest panel show on TV.

He is simply one of the most articulate people we could think of and is seemingly able to communicate beautifully in any medium or format – whether that be written poetry, a comic stage play, presenting an awards ceremony, on Twitter or – as in the clip below – on a chat show. Fascinatingly, below he is talking about confidence – or rather lack of it – proof that even (or perhaps particularly) the greatest communicators experience serious self-doubt every now and then...

EXERCISE

1. Explain the process of communication with a diagram. How is feedback significant in communication process?
2. Enlist the advantages and disadvantages of verbal communication?
3. “Communication is a two-way process”. Expire the diagram.
4. Cluster chain communication is the most popular kind of formal communication.
5. “Organizing the writing is the key to clarify” comment.
6. What are the interpersonal barriers to communication? Describe briefly.
7. Highlight the role of technology in business communication.
8. What is meant by the terms ‘Channel’, ‘noise’, and ‘Shared meaning’ in the context of communication?
9. Explain in most cases, what makes us a poor communicator.
10. In an effective communication, a picture is worth a thousand words” Critically examine the statement.
11. Lack of vocabulary and the cultural difference these two are interpersonal barriers justify.

1-26

12. What are the barriers to technical communication? Explain.
13. Discuss the main features of organizational communication.
14. What is the role of 'Grapevine' in organizations communication.
15. What do you mean by effective communication?
16. Discuss the concept of 'Noise' in communication. What are the main barriers to communication?
17. "Language is a tool of communication, but there are exceptions too" Explain with your original comments.
18. Discuss the organizational flow of communication.
19. Explain the three levels of communication.
20. Discuss language as a tool of communication.
21. What are the interpersonal and organizational barriers to effective communication?
22. What is organizational communication? Mention the significance and characteristics of organizational communication.
23. How does religion play a role in business ethics?
24. Explain the six prime face principles that are part of ethics?
25. Write in detail of the ethics that are to be followed in various spheres of the organization.

○○○