

Principles of Management & Communication

UNIT-4 Introduction to Communication

- 1. What is Communication?**
- 2. Levels of communication**
- 3. Barriers to communication**
- 4. Process of Communication**
- 5. Non-verbal Communication**
- 6. The flow of Communication: Downward, Upward, Lateral or Horizontal (Peer group) Communication**
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- 10. Importance of Technical communication.**

1. What is Communication?

The root of the word “communication” in Latin is *communicare*, which means to share, or to make common.

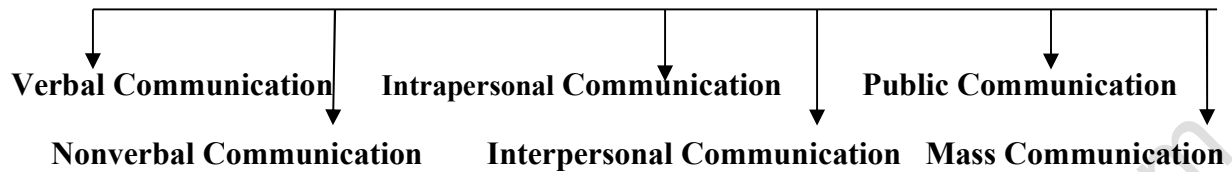
Communication is simply the act of transferring information from one place, person or group to another.

Communications is fundamental to the existence and survival of humans as well as to an organization.

It is a process of creating and sharing ideas, information, views, facts, feelings, etc. among the people to reach a common understanding.

Communication is the key to the Directing function of management.

2. Levels of Communication



i) Verbal Communication



The Verbal Communication is a type of oral communication wherein the message is transmitted through the spoken words. Here the sender gives words to his feelings, thoughts, ideas and opinions and expresses them in the form of speeches, discussions, presentations, and conversations.

The effectiveness of the verbal communication depends on the tone of the speaker, clarity of speech, volume, speed, body language and the quality of words used in the conversation.

The success of the verbal communication depends not only on the speaking ability of an individual but also on the listening skills.

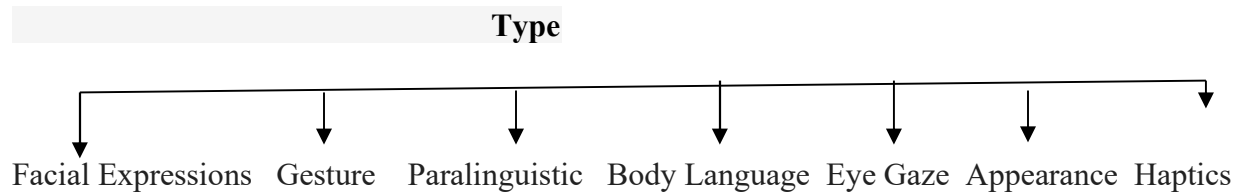
ii) Nonverbal Communication



Nonverbal Communication has been defined as communication without words. It includes apparent behaviors such as facial expressions, eyes, touching, and tone of voice, as well as less obvious messages such as dress, posture and spatial distance between two or more people.

Non-verbal communication includes facial expressions, the tone and pitch of the voice,

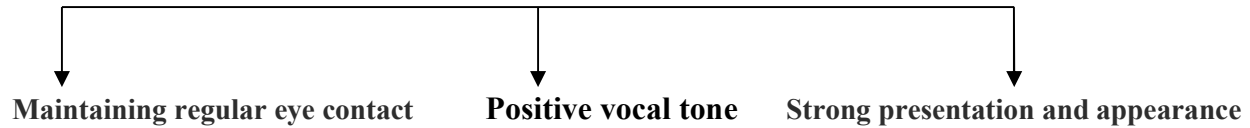
gestures displayed through body language (kinesics) and the physical distance between the communicators (proxemics).



Importance of Non-Verbal Communication

- ❖ **Supports our message-** While participating in a meeting or engaging in conversation, nonverbal cues can emphasize and underscore the content of our message.
For example, using hand gestures to indicate the importance of an idea may tell your listeners to pay attention to and remember a key point.
- ❖ **Communicates messages-** Nonverbal communication is completely communicated with others.
For example, if someone is explaining a sentiment you admire and agree with, you might nod your head up and down to express solidarity.
- ❖ **Communicates intention-** Our body language may also intentionally or unintentionally express our current condition.
For example, people may pick up nonverbal cues that you are being dishonest, unengaged, excited or aggressive.
- ❖ **Conveys feelings-** We can also use nonverbal communication to show your feelings, such as disappointment, relief, happiness, contentment and more.
- ❖ **Offers support.-** Nonverbal cues are also a great way to show support.
Whether it's a simple smile or pat on the back, action may speak louder than words in many cases.
- ❖ **Showcases your personality-** Nonverbal communication is a great way to shows how we are.
For example, a kind and optimistic person might frequently smile with open body language and offer friendly touches.
- ❖ **Indicates a desired action-**This might include inching toward a door to indicate our desire to leave the room, raising our hand to offer an idea or putting our hand out to meet someone new.
- ❖ **Deescalates tension-** Using a calm tone of voice, open body language, and directive gestures may help to resolve a difficult situation.

1. Non verbal Communication at Workplace



2.

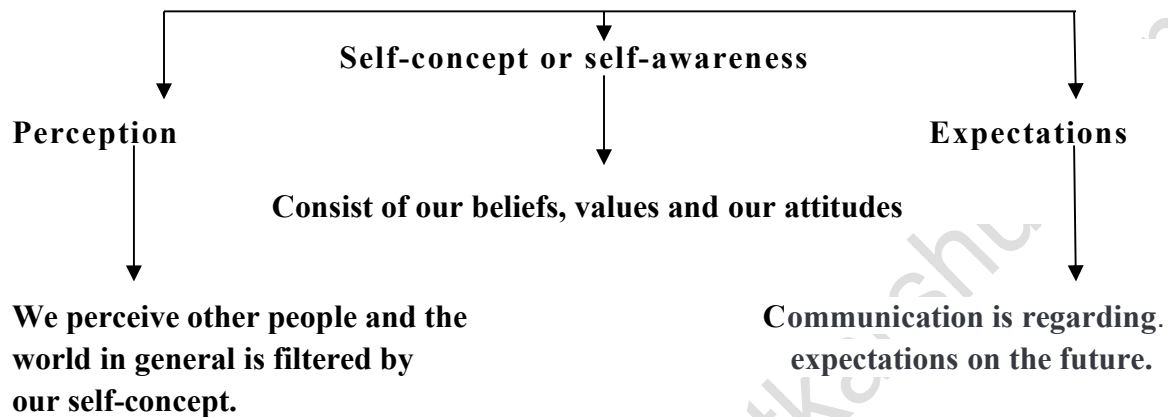


iii) Intrapersonal Communication

Intrapersonal communication is the communication you have with yourself, spoken, written or thought. Intrapersonal communication can be anything from solving a complex problem in your mind to thinking about what to wear today or what to have for breakfast.

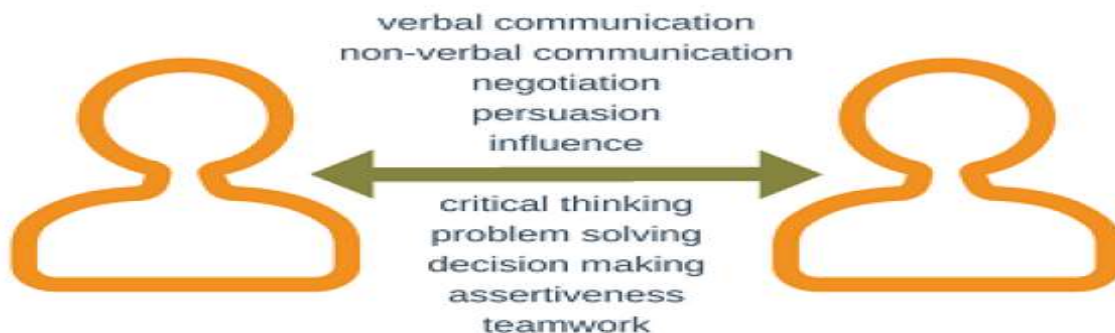


Types of Intrapersonal Communication

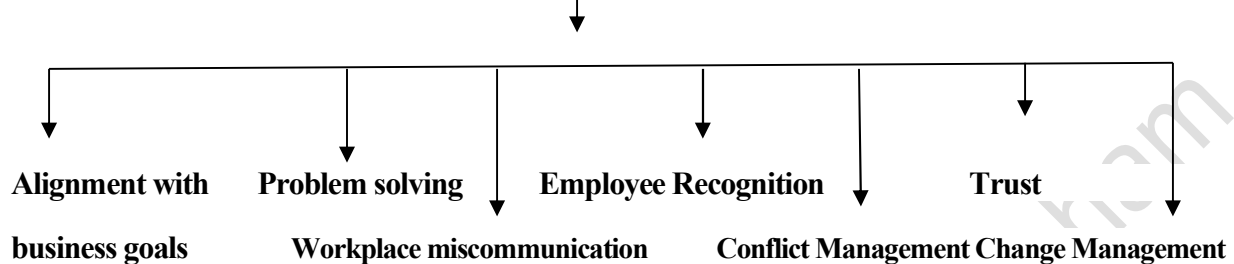


iv) Interpersonal Communication

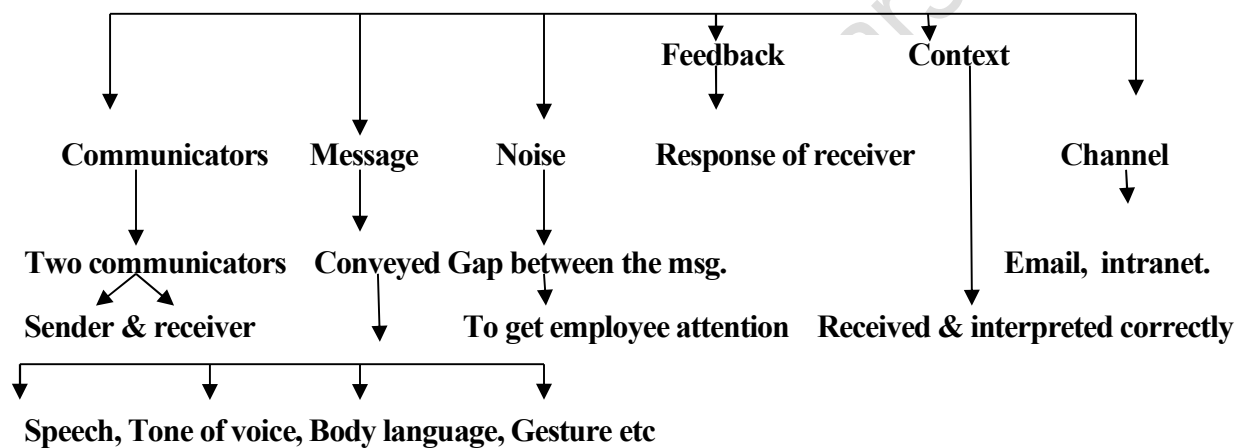
Interpersonal communication is the process of exchange of information, ideas and feelings between two or more people through verbal or non-verbal methods. It often includes face-to-face exchange of information, in a form of voice, facial expressions, body language and gestures. The level of one's interpersonal communication skills is measured through the effectiveness of transferring messages to others. Interpersonal communication is crucial for our career development and productivity in the workplace.



Interpersonal communication is crucial for our career development and productivity in the workplace



✓ Elements of Interpersonal Communication



Difference between Intrapersonal & Interpersonal Communication

Intrapersonal

- i) Involvement of only one person
- ii) Information never goes beyond the mind of a person.
- iii) Occurs during thinking and analyzing situations
- iv) A person's internal senses only media, involve
- v) No classification

Interpersonal

- Involvement of two or more persons
- Information flows from one person to another.
- Occurs during meetings and daily conversation with peers.
- Requires verbal and non-verbal media are the to express ideas.
- Classified into four main forms of communication

verbal, non-verbal, listening & writing

vi) Thinking & Analysis

Exchange of information, ideas, and experiences.

vii) Not visible in nature.

Visible in nature.

v) Public Communication

Public communication means a communication made in identical form to multiple persons or to the world at large, as by television, radio, motion picture, newspaper, pamphlet, mass mailing, letterhead, business card, or directory.



It allows us to form connections, influence decisions, and motivate change.

Without communication skills, the ability to progress in the working world and in life, itself, would be nearly impossible. Public speaking is one of the most important and most dreaded forms of communication.

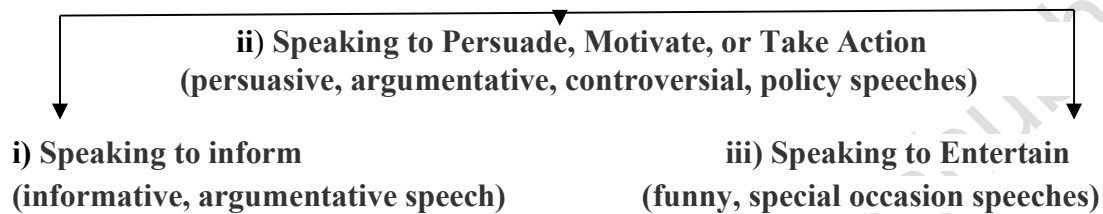
In public communication when a person stands in front of the audience and engage in dialogue to deliver a message. Public communication requires-

- ❖ Public speaker - the person that talks and shares the information; gives the presentation.
- ❖ An audience - the group of people than listen and want to find out what is told by public speakers.
- ❖ The channel used to deliver the message (audio, video, visual presentation)
- ❖ Logistics (optional) to present the message visually and/or audio
- ❖ The message it delivers by speaking/communicating the message

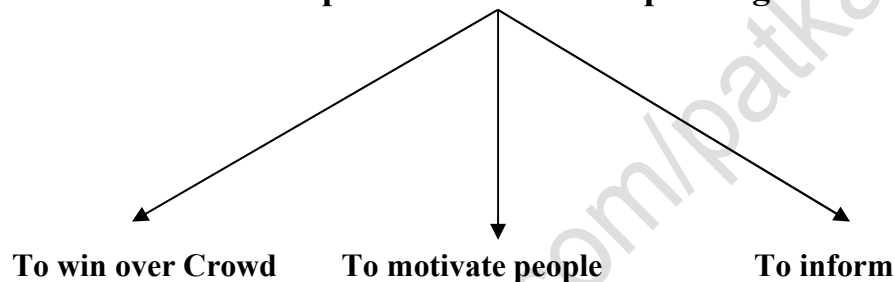


Communication is the backbone of our society.

Types of Public Communication



Importance of Public Speaking

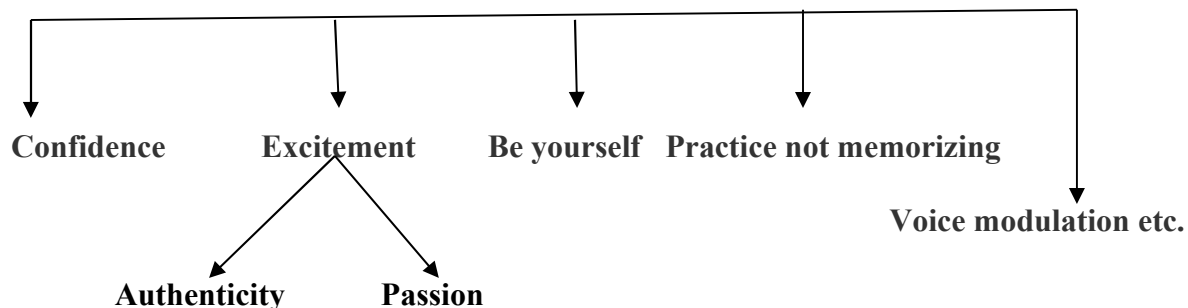


Public Communication in Public Relation

Public Relations is a strategic process of managing communication between an organization and its audience.

Since communication is the way PR works, public communication falls into this category. PR is about sending the right messages to the right place and the right people, creating a stronger brand reputation. Using public communication the brand can send that message to the right people.

Qualities of Public Speaker/ of an Efficient Speaker



vi) Mass Communication

Wilbur Schramm is the father of Mass Communication.

Mass communication is the process of imparting and exchanging information through mass media to large segments of the population. It is usually understood for relating to various forms of media, as these technologies are used for the dissemination of information, of which journalism and advertising are part.



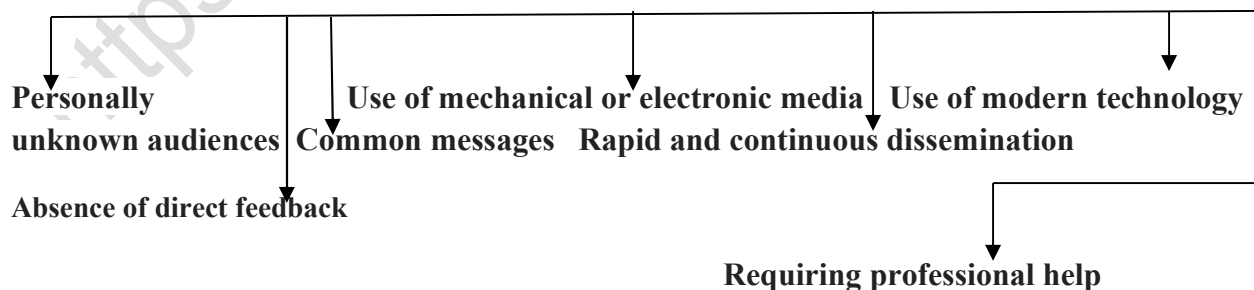
Mass communication is practiced multiple mediums, such as radio, television, social networking, billboards, newspapers, magazines, books, film, and the Internet.

There are various job profiles available for Mass Communication professionals such as Journalist, Reporters, Fashion Photographer, News Broadcaster, Film Director, Radio Jockey, Editor, Sub-Editor, Public Relations Officer, Critic, Columnist, Freelancer, Advertising Sales Agent, Web Editor, Media Consultant, etc.

The four functions of mass communications are-



Characteristics of Mass Communication



3. Barriers to communication

The Barriers to effective communication could be of many types like linguistic, psychological, emotional, physical, and cultural etc.

❖ Linguistic Barriers

The language barrier is one of the main barriers that limit effective communication.

Language is the most commonly employed tool of communication.

The fact that each major region has its own language is one of the Barriers to effective communication.

Sometimes even a thick dialect may render the communication ineffective.

❖ Psychological Barriers

There are various mental and psychological issues that may be barriers to effective communication. Some people have stage fear, speech disorders, phobia, depression etc. All of these conditions are very difficult to manage sometimes and will most certainly limit the ease of communication.

❖ Emotional Barriers

The emotional IQ of a person determines the ease and comfort with which they can communicate.

A person who is emotionally mature will be able to communicate effectively.

On the other hand, people who let their emotions take over will face certain difficulties.

A perfect mixture of emotions and facts is necessary for effective communication.

Emotions like anger, frustration, humor, can blur the decision-making capacities of a person and thus limit the effectiveness of their communication.

❖ Physical Barriers

They are the most obvious barriers to effective communication.

These barriers are mostly easily removable in principle at least.

They include barriers like noise, closed doors, faulty equipment used for communication, closed cabins, etc.

Sometimes, in a large office, the physical separation between various employees combined with faulty equipment may result in severe barriers to effective communication.

❖ Cultural Barriers of Communication

As the world is getting more and more globalized, any large office may have people from several parts of the world.

Different cultures have a different meaning for several basic values of society.

Dressing, Religions or lack of them, food, drinks, pets, and the general behaviour will change drastically from one culture to another.

❖ Perception Barriers

Different people perceive the same things differently.

This is a fact which we must consider during the communication process.

Knowledge of the perception levels of the audience is crucial to effective communication.

All the messages or communiqué must be easy and clear.

There shouldn't be any room for a diversified interpretational set.

❖ Technological Barriers & Socio-religious Barriers

The technology is developing fast and as a result, it becomes difficult to keep up with the newest developments.

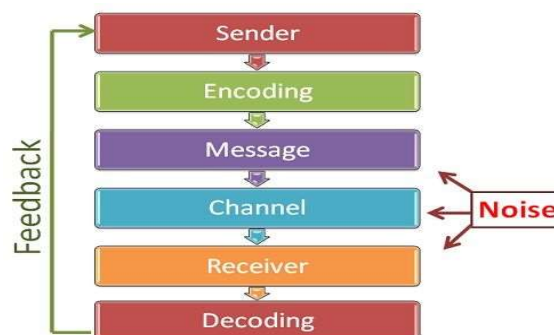
Hence sometimes the technological advance may become a barrier.

In a patriarchal society, a woman or a transgender may face many difficulties and barriers while communicating. addition to this, the cost of technology is sometimes very high.

4. Process of Communication

The communication is a dynamic process that begins with the conceptualizing of ideas by the sender who then transmits the message through a channel to the receiver, who in turn gives the feedback in the form of some message or signal within the given time frame.

Process



i) Sender- The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication

ii) Encoding- The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

iii) Message- It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.

iv) Channel - It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing.
The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

v) Receiver- He is the person who is last in the chain and for whom the message was sent by the sender.

Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

vi) Decoding- It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

vii) Feedback- Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

viii) Noise- It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.

5) Non-verbal Communication (done)

6) The flow of Communication

Downward, Upward, Lateral or Horizontal (Peer group) Communication

Communication within a business can involve different types of employees and different functional parts of an organization are called flow of communication.

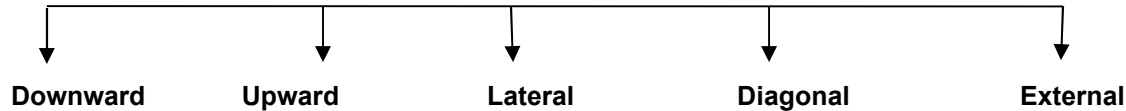


Communication within a business can involve different types of employees and different functional parts of an organization.

These patterns of communication are called flows.

They are commonly classified according to the direction of interaction: downward, upward, horizontal, diagonal, external.

In an organization, communication flows in 5 main directions-



i) Downward

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



It is made by managers for following purpose-

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

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

ii) Upward

Information moving from lower-level employees to high-level employees is upward communication (also sometimes called vertical communication). For example, upward communication occurs when workers report to a supervisor or when team leaders report to a department manager.

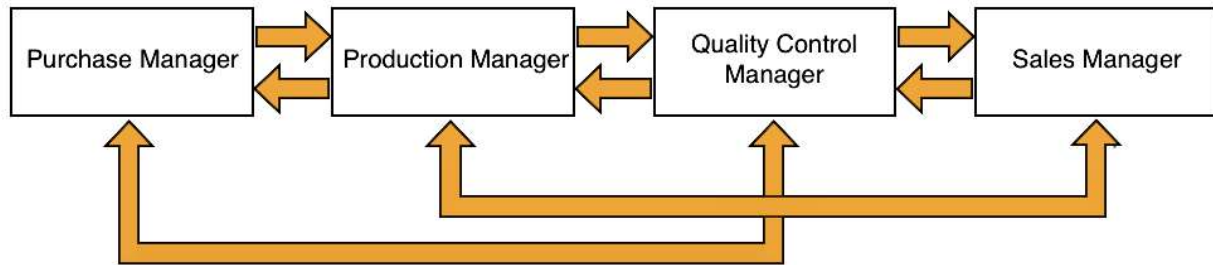


The content of such communication can include requests, estimations, proposals, complaints, appeals, reports, and any other information directed from subordinates to superiors. Upward communication is often made in response to downward communication; for instance, when employees answer a question from their manager. In this respect, upward communication is a good measure of whether a company's downward communication is effective.

Grievance Redressal System, Complaint and Suggestion Box, Job Satisfaction surveys etc all help in improving upward communication. Other examples of Upward Communication are -performance reports made by low level management for reviewing by higher level management, employee attitude surveys, letters from employees, employee-manager discussions etc.

iii) Lateral/ Horizontal

This communication that takes place at same levels of hierarchy in an organization is called lateral communication, i.e., communication between peers, between managers at same levels or between any horizontally equivalent organizational members.



The advantages of horizontal communication are as follows:

- ❖ It is time saving.
- ❖ It facilitates co-ordination of the task.
- ❖ It facilitates co-operation among team members
- ❖ It provides emotional and social assistance to the organizational members.
- ❖ It is a means of information sharing.
- ❖ It can also be used for resolving conflicts of a department with other department or conflicts within a department

The availability of communication channels affects employees' overall satisfaction with upward communication.

For example, an open-door policy sends the signal to employees that the manager welcomes impromptu conversations and other communication.

iv) Diagonal

Diagonal communication routes are the straight lines that speed communications directly to their recipients, at the moment communication is necessary.

Communication that takes place between a manager and employees of other workgroups is called diagonal communication.

It generally does not appear on organizational chart.

For instance - To design a training module a training manager interacts with an Operation personnel to enquire about the way they perform their duties.



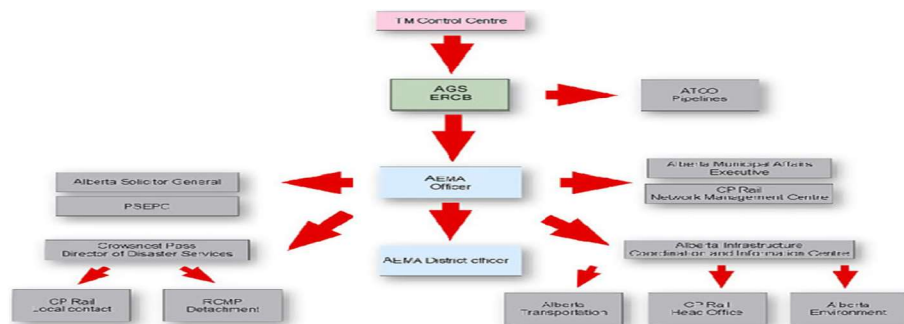
It is the sharing of information among different structural levels within a business. This kind of communication flow is increasingly the norm in organizations (in the same way that cross-functional teams are becoming more common), since it can maximize the efficiency of information exchange.

The shortest distance between two points is a straight line.

Communications that zigzag along horizontal and vertical routes, on the other hand, are vulnerable to the schedules and availability of the individuals who reside at each level.

v) External

Communication that takes place between a manager and external groups such as - suppliers, vendors, banks, financial institutes etc. For instance - To raise capital the Managing director would interact with the Bank Manager.



When an organization communicates with people or organizations outside the business. Recipients of external communication include customers, lawmakers, suppliers, and other community stakeholders.

External communication is often handled by marketing and sales.

Features-

- ❖ It presents a favorable image of an organization.
- ❖ It provides information about products and services to customers.
- ❖ Advertise the organization.
- ❖ Promote an organization
- ❖ Reduces the risks of mistakes.

7. Technology Enabled communication

Humans have always been developing new technologies for communication, going back to the printing press and even the act of writing itself.

But the past 120 years, or so, has seen especially rapid technological advancement in communication, from the first telephones through the modern internet.

People communicate through emails, faxes, Mobile phones, texting services, video conferences, video chat rooms and social media channels.

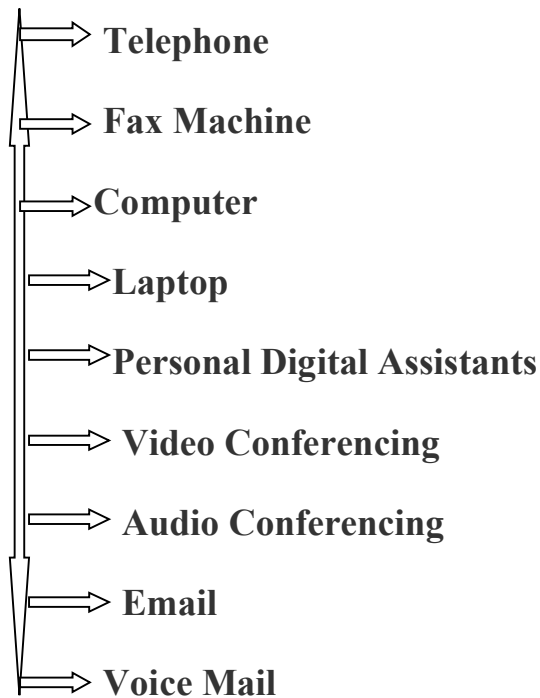
As time goes on, more emerging technologies will change the way we communicate and it will be up to us to embrace them or not.

Modern business requires modern technology.

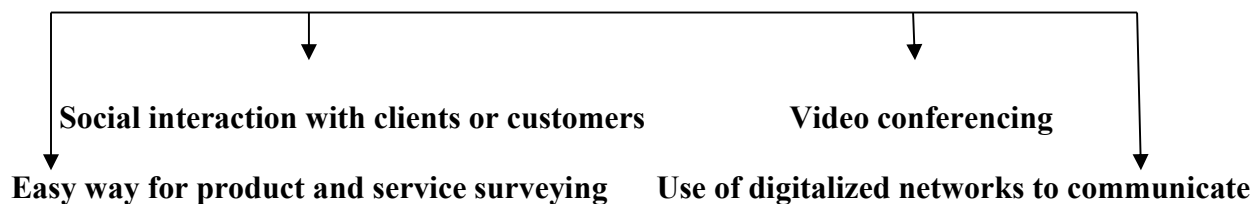
Any business that expects to thrive today must have at least a basic understanding of the various innovations, programs and devices as well as the knowledge of how to apply these technologies.

The many tools and powers that technology makes available to the business owner and employees can help the business succeed in its goals after understanding how to use them properly

Communication Tools



Role of Technology in Communication



Importance of communication in an organization

- ❖ **Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark.**
- ❖ **Communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.**
- ❖ **Communication also plays a crucial role in altering individual's attitudes, i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in moldings employee's attitudes.**
- ❖ **Communication also helps in socializing. In today's life the only presence of another individual fosters communication. It is also said that one cannot survive without communication.**
- ❖ **Communication also assists in controlling process.**
- ❖ **It helps controlling organizational member's behaviour in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors.**
Thus, communication helps in controlling function of management.

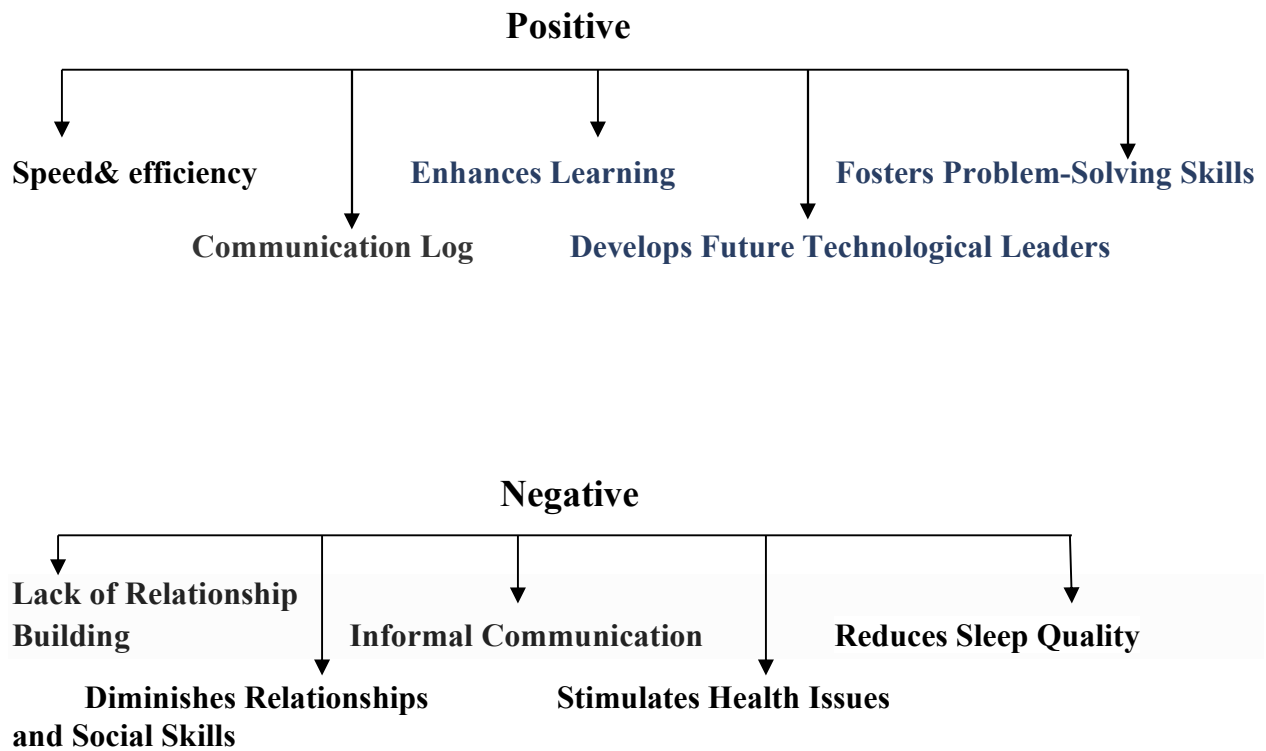
Advantages of Communication Technology

- ❖ **More efficient**
- ❖ **Faster method of communication during emergencies**
- ❖ **Able to communicate from anywhere in the world**
- ❖ **Long distance communication is easier**
- ❖ **Communication made easier**

Disadvantages of Communication Technology

- ❖ **Harder to use for people of older generations**
- ❖ **Cyber-bullying and cyber-skyping made possible**
- ❖ **Not always reliable**
- ❖ **Makes communication less personal**
- ❖ **Not always sure who you are communicating with**

8. Impact of Technology in Communication



9. Selection of appropriate communication Technology

Technology plays an important role in the lives of individuals who have disabilities.



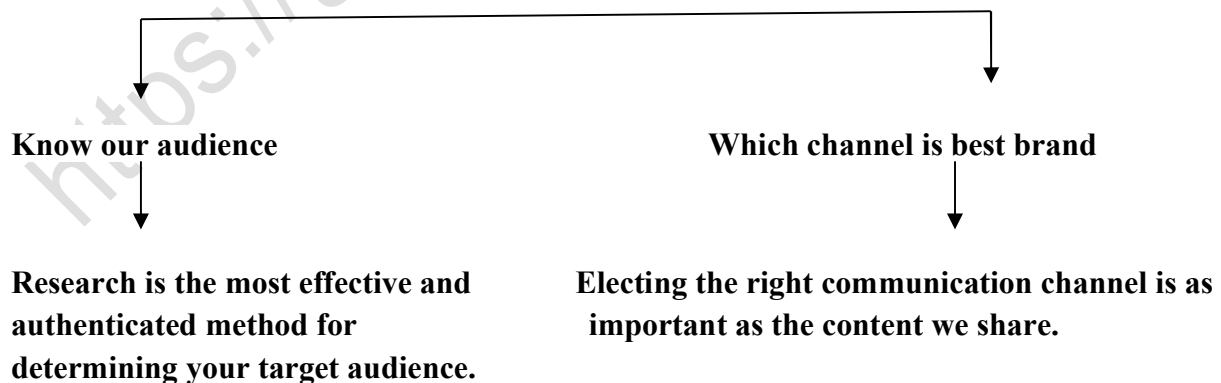
The medium or channel is the vehicle of transmission for a message. Generally, several communication channels could communicate a message, but choosing the most appropriate channel will depend on the audience, the message, and the purpose of communication.

When communicating a message, choosing from traditional communication channels- memos, letters, face-to-face (F2F) meetings, and telephone calls; as well as digital media: emails, text messages, videoconferencing, blogs, and websites are all options.

Selecting the Right Medium

Types	Description	Advantages	Disadvantages
Oral	Face-to-face communication including meetings, interviews, speeches, and presentations. F2F communication allows non verbal cues and immediate feedback between sender and receiver. Oral communication is most appropriate when delivering bad, sensitive, or personal news.	<ul style="list-style-type: none">✓ Provides opportunity for immediate feedback✓ Involves non-verbal cues✓ Allows for immediate feedback and consensus building	<ul style="list-style-type: none">× Provides no permanent record of communication× Reduces sender's control of message× Immediate feedback may not be constructive
Written	Written messages, other than digital, are used to communicate routine, day-to-day, information to audiences inside and outside of an organization. Memos, letters, reports, or proposals fall into this category.	<ul style="list-style-type: none">✓ Provides permanent record✓ Shared easily with large audiences✓ Minimizes emotional reaction to message	<ul style="list-style-type: none">× Delays feedback including non-verbal cues× Takes time and resources to distribute
Visual	Visual documents are communication formats in which one or more visual element play a central in conveying the message and are supported by small amounts of text. SlideDoc Reports and Infographic illustrations fall into this category.	<ul style="list-style-type: none">✓ Conveys complex ideas✓ Simplifies messages✓ Reduces demand on receiver's time demand✓ Provides permanent record	<ul style="list-style-type: none">× Requires specialised skills and more time to produce× Increases difficulty to transmit and store
Digital	Electronic media have largely replaced printed messages in many companies. Some degree of technical skills is required to use this category. Blogs, wikis, and websites fall into this category.	<ul style="list-style-type: none">✓ Delivers messages quickly✓ Reaches large audiences✓ Provides interactive media✓ Provides permanent record	<ul style="list-style-type: none">× Entails privacy and security risks× Requires specialised skill and time to produce

Steps to Select the Right Communication Channel



10. Importance of Technical communication

Technical communication is a means to convey scientific, engineering, or other technical information.

Technical communication is important to most professions, as a way to contain and organize information and maintain accuracy.

Effective communication skill is an important life-skill required not only in one's academic and professional career but also in one's personal career.

Importance Technical Communication

- ❖ **Technical communication is the process of communicating our audience by providing information's about technical processes and products through media.**
- ❖ **Technical communication is essential in an organization, because it serves as a medium to share the information's.**
- ❖ **Technical communication is very significant for -unpractical application of sciences learning the mechanics in technology promotion of technological research training the technical professionals.**
- ❖ **Technical communication facilitates the communication of concepts to workers or customers, but may sometimes help you direct your employees in a particular course of action.**
- ❖ **Technical communication helps in research and creation of information about technical processes or products targeting your workers through various forms of media, such as the Internet.**

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