

① Sender → formulation of content of msg  
→ group/person  
→ expression of ideas / emotions

② Encoding - process of finalizing thoughts, ideas, emotions  
into symbols & signs  
→ gap b/w idea & expression  
→ verbal & visual  
→ subjectivity of sender is highly dominant

③ Media/Medium/Channel - means through which msg transmitted.  
- relational dynamics with the process of feedback  
→ type is dependent of or purpose of msg  
→ inappropriate channel can hamper the meaning of the msg.

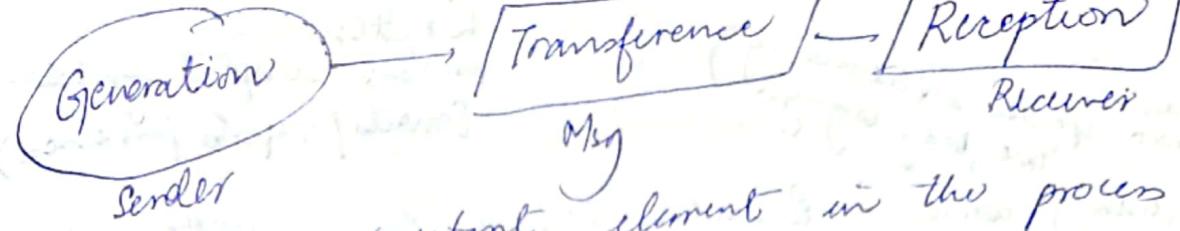
④ Decoding - process of interpreting symbols & signs into thoughts, ideas & emotions  
- gap b/w msg & interpretation  
- content of msg is important  
- subjectivity of receiver is highly dominant

⑤ Receiver - reception of content of msg  
- may be grp/person  
- interpretation of ideas & emotions

⑥ Feedback - completes life cycle of msg  
- growth of any system is inevitable through it  
- signifies the scope & areas of criticism  
- organic step for improvement

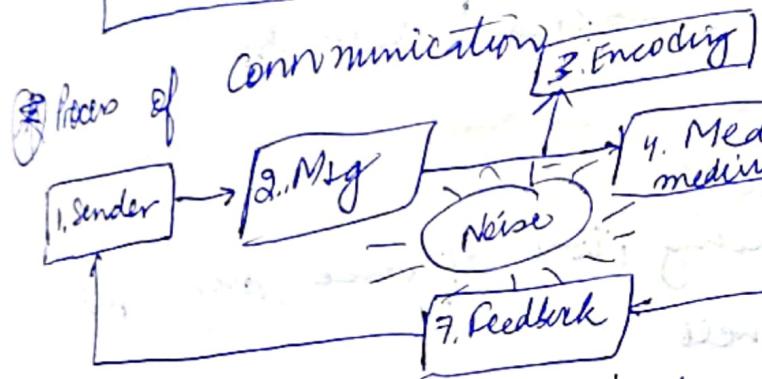
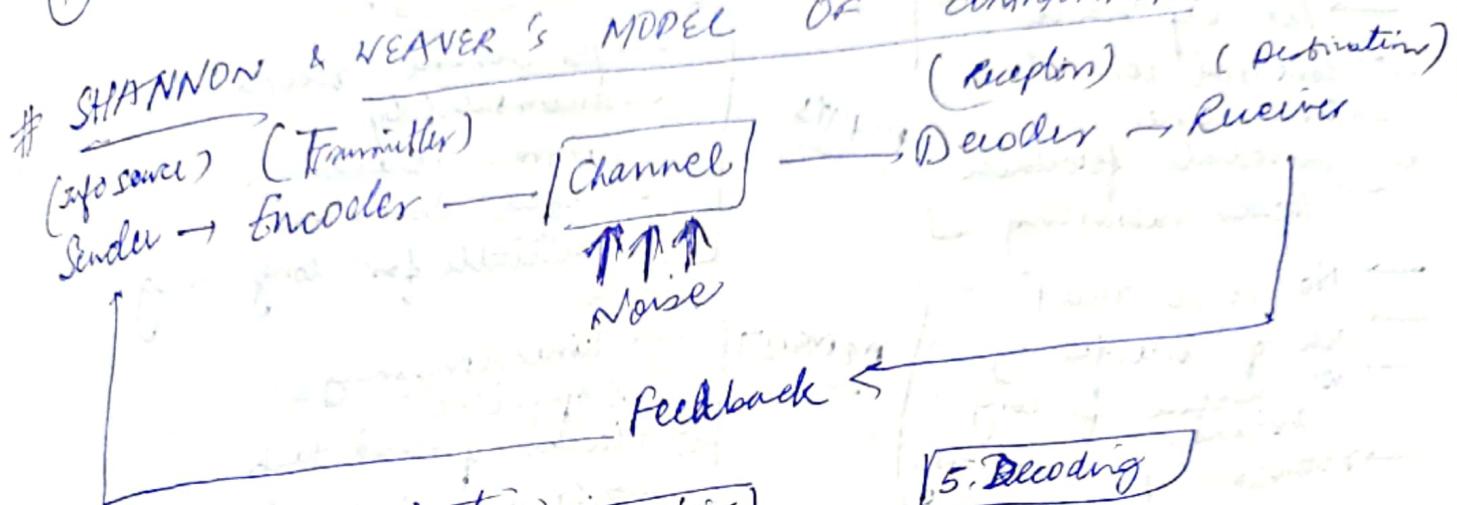
Noise - essential for clarity  
- may be decreased through maturity & knowledge  
- present in each step in cycle.  
- creates meaning

## COMMUNICATION SKILLS:



(\*) Feedback is an important element in the process

### # SHANNON & NEAVER'S MODEL OF COMMUNICATION



### (\*) 7 C's of Communication:

- ① Completeness - complete info (of desired meaning) of argument & reason
- ② conciseness - keep msg to the point
- ③ Consideration - take into account receiver's background & point of view.
- ④ concreteness - msg should be tangible, vivid & supported by facts & figures (of being thorough)
- ⑤ Courtesy - respecting receiver, being polite & unbiased
- ⑥ Clarity (open to contradiction) - reduce ambiguity & confusion.
- ⑦ correctness - use correct grammar & syntax.
- ⑧ Coherence - being accurate & honest; language sensitivity; logical, of flow, of tone, relevance, purpose & msg.

## VERBAL (with use of words)

↓  
Oral  
→ spoken (convo species influenced by)  
Tone, body language

Written  
written script & symbols.  
(mails / reports / memos).

④ 21<sup>st</sup> century comm → Pastiche digital (oral + written + beyond)

### ⑤ Oral :

→ less expensive  
→ emotional connection  
→ saves time  
→ immediate feedback  
→ breaks hierarchy

→ No legal record  
→ lack of accountability  
→ not useful for long distances  
→ retention power is low

MERITS

DEMERITS

### ⑥ Written :

→ permanent record  
→ accountability  
→ more retention  
→ legal document  
→ suitable for long msg.

→ time consuming  
→ expensive  
→ lacks personal touch  
→ creates hierarchy

## ⑦ NON-VERBAL

→ without use of words

→ facial exp, eyes, touching, tone of voice, dress, posture, space

→ beyond intentions as well

### D) KINESICS:

→ study of body language i.e. gestures & postures.

→ indicate attitude, status, affective mood etc. operate to clarify, contradict/replace verbal msgs.

→ facial exp ⇒ smallest body movement ⇒ largest impact

### E) PROXEMICS:

→ Intimate (<0.5m)

→ Personal (0.5-1.2m)

→ Social (1.2-3m)

→ Public (3-7m)

how to use space?

depends on situation, nature of relationship, topic of convo, physical constraints

## ③ HAPTICS (TACTILICS)

- study of touch
- can give encouragement, express tenderness & show emotional support
- depend on situation, culture, sex & age

## ④ OCULESICS:

- study of eye contact
- b/w eye & mouth → man relies on eye

## ⑤ CHRONEMICS:

- study of time (use of time)
- owls / sparrows

## ⑥ PARALANGUAGE:

- not what you say, but how you say it?
- study of vocal aspect of speech i.e. rhythm, tone, speed, volume, intonation etc.

active feelings  $\Rightarrow$  fast speed, high pitch  
low feelings  $\Rightarrow$  slow pace & low pitch

## ⑦ ENVIRONMENTAL FACTORS:

- architecture, lighting, room design, colours, bony etc

## ⑧ ARTIFACTS

- kind of accessories one wears
- identifies sex / age / socio-economic class, status, role, group, mood etc

## ⑨ PHYSICAL ATTRIBUTES:

- Controllable: weight
  - uncontrollable: skin color, height, facial features
- 1) Ectomorphs - thin, tall, fragile looking are thought as being tense, anxious
  - 2) Mesomorphs - bony, muscular & athletic  $\rightarrow$  dominant/talkative
  - 3) Endomorphs - soft, round & fat  $\rightarrow$  warm / sociable
- ## ⑩ SILENCE: ambiguous at times

- (R) Features of Non-Verbal Comm:
- highly culture specific but somethings are universal like universal expressions
  - communicated unconsciously
  - difficult to control / fake
  - at times ambiguous as well but more credible
- (common via words → 7%  
non verbal → 93%)

## # BARRIERS TO COMMUNICATION:

### ① Social Barrier

- occurs due to different kinds of hierarchies present in the society
- family structure professionals social

### ② Semantic Barrier

- difference in meaning attached to words/signs

### ③ Psychological Barrier:

- psychological state of people
- prejudices / attitude / preconceived notions, biases / mental blocks

### ④ Cultural:

- due to different cultural backgrounds

### ⑤ Choice of comm. channel

- depends upon the situation

### ⑥ Physical

- every kind of disruption in environment, failure of equipment etc.

# ORGANISATIONAL COMM:

- among members of org such as corporations
- can be formal / informal

### FORMAL COMM

- transmits goals, policies, procedures
- follow a chain of command
- initiated officially & covers a widening distance

### INFORMAL (grapevine)

- does not stick to hierarchical structures

(\*) Downwards  
Upwards  
Horizontally  
Diagonally ] 4 direction info flow depending on size, nature, structure of org

(\*) Upward → employees to managers  
Foster cooperation gain support, reduce frustration among employees.  
(to inform, present or request superiors)  
(info - problem, suggestions, report, disputes)

(Open door policy / attitude surveys & suggestion boxes encourage this)  
grievance procedure, reviews, analysis

(\*) Downwards → from superior to subordinates  
managers to employees  
(info - implementation, job instruction, strategies etc.)  
(info - meetings, memo, phone call, e-mail, bulletin board etc.)

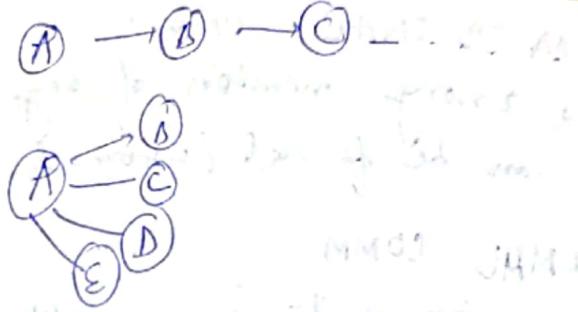
(\*) Horizontal / Lateral → on same level  
(coordination, inform, present or request colleagues)  
Regular meetings & mutual respect

(\*) Diagonal → among diff structural levels  
inter-department coordination  
accentuates feeling of unity, openness & transparency

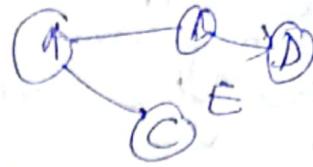
### # GRAPEVINE COMM

- (informal)
  - based on friendship / acquaintance
  - rumor
  - no structure but has types:
- oral
  - inaccurate
  - open to change

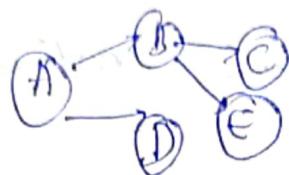
① Chain / Single stand



② Gossip



③ Probability



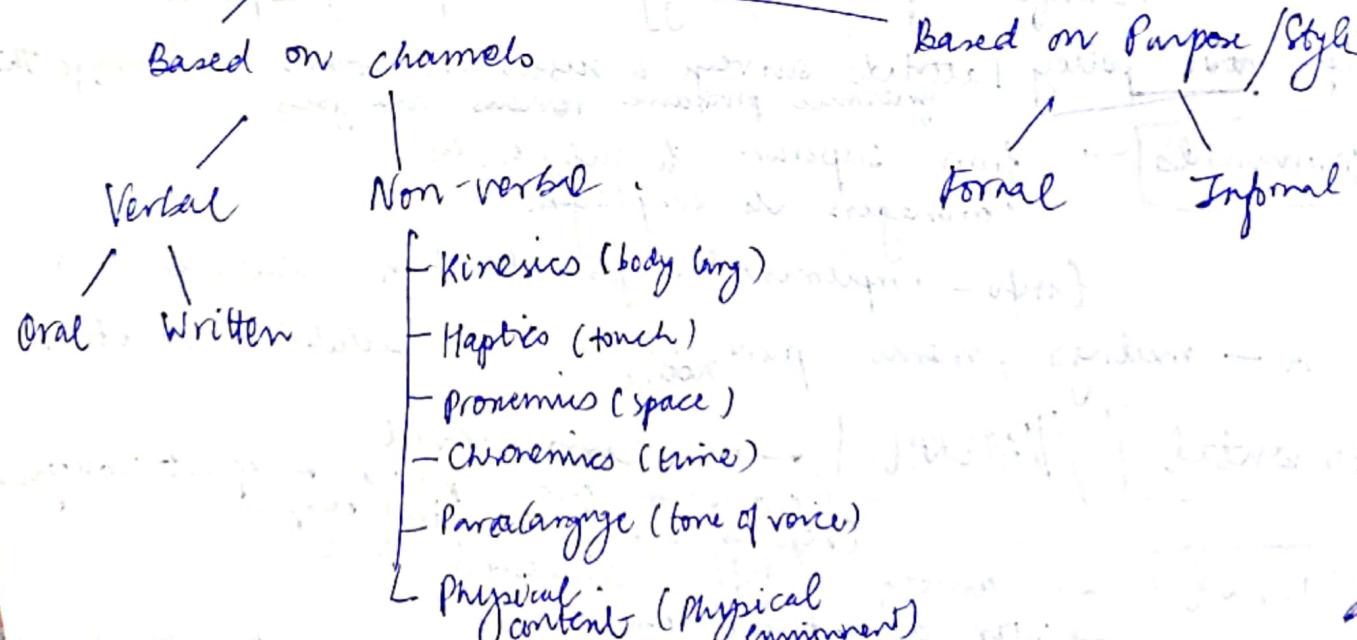
④ Cluster

# MEDIA IN ORG:

formal → newsletter, employee handbooks, company magazine  
informal → meeting

informal → face to face, telephone, voice mail, email, chat

# TYPES OF COMM:



⑤ Organisational Barrier

- too many levels
- fear of success
- lack of comm training
- poorly defined authority & responsibility

## LEVELS OF COMMUNICATION:

- 1) Etrapersonal → b/w human & non human entities  
- Eg: A dog responding to your arrival
- 2) Intrapersonal - within an individual  
- pertains to thinking, contemplation & imagination  
- Eg: self motivation, planning activities for yourself.
- 3) Interpersonal - sharing info among ppl  
- expressions of ideas, beliefs, emotions  
- Eg: words in private, dialogue etc.
- 4) Organisational - takes place at diff hierarchical levels  
- proper networking system is essential  
- Eg: Diagonal / Downward comm.
- 5) Mass - meant for larger audience  
- Eg: journals, books / newspapers.

## BARRIERS → can be in medium or in msg

- Noise of infinite kinds
- usually leads to lack of understanding that can cause confusion & contempt.
- ④ If noise occurs:
  - ① Identify problem (Kahan se aa rha hai).
  - ② Find the barrier
  - ③ Work on alternate sol<sup>n</sup>
  - ④ Opt for best sol<sup>n</sup>
  - ⑤ Follow up rigorously

- ⑥ Physical Barrier → large working area
  - space & distance
  - hampers fluidity of info
  - time can define the length of content & the points to be expressed
  - physical noise

### ② Semantic Barriers:

- diff languages may cause miscommunication
- no clarity in speech an muted receiver
- Using jargons causes a gap when info received
- Badly expressed msg due to lack of vocabulary & Kinesis
- Wrong assumptions affiliated to similar sounding words.
- Connotations may vary from words & signals

### ③ Cultural Barriers

- language diff leads to diverse interpretation
- Value & Moral system vary from culture to culture
- social relations of cultures are varied
- concept of space & time diff for all
- gestures vary heavily

### ④ Psychological Barriers:

- Economic background creates impact on interpretation
- social stereotypes, upbringing on alter level of communication
- Attitude, Closed Mindedness & Experience tamper meaning
- Distortion of the msg from one some to another
- Self image can make or break an impression/meaning
- Wrong assumptions about the msg or the sender

## # PLAGIARISM

- act of stealing someone else's work & attempting to "pass it off" as your own.

### ⑤ Copyright:

- form of protection provided by Govt to authors of literally or any kind of intellectual works
- protection to both published & unpublished works
- given for fixed no. of years, to print, publish, perform to originator

④ Fair Use  
→ statute under copyright law that allows use of limited portions of a work that has copyright, without having to take permission from originator.

⑤ Types:  
→ word for word copying  
→ paraphrasing (paraphrase/summarizes - even changing words/synonyms)  
→ infringements like submitting same paper

⑥ Intentional → deliberate copying without credit

⑦ Unintentional → result of:

⑧ not knowing citation standards

⑨ sloppy research & poor note taking habits

⑩ careless "copying & pasting" of electronic sources

⑪ Avoiding Plagiarism:

→ proper citation of quotes & texts

→ be honest to yourself

→ manage time

→ keep track of resources

→ consciously checking legal rights of source

→ consciously checking legal rights of source

⑫ softwares to check:

Grammarly, Turnitin, Plagscan, Copyleaks, SafeAssign

# LANGUAGE SENSITIVITY  
→ intentionally or not, you may offend/fault some ppl  
has additional meaning  
hidden b/w lines  
→ to be conscious of the audience  
→ no prejudice & closed mindedness  
→ cautious while reporting an event

⑬ Inclusive language  
- avoids biases, slangs or expressions that discriminate against groups of people  
- allows you to resonate with more audiences by speaking & writing in more impartial ways

→ Respect cultural diff

→ gender is extremely sensitive

→ use of idiomatic expressions which can be biased, should be avoided

→ people come from different races

(\*) Sensitive Topics:

- (1) Racial & ethnic groups  
Afro-americans / Black
- (2) Gender sensitivity  
use people / human sing instead of man  
businessman ↔ executive / businessperson  
fireman ↔ firefighter  
actress ↔ actor  
chairman ↔ chairperson

(3) Age sensitivity  
concept of ageing is changing  
old / elderly ↔ retired ppl (people over 65 / senior citizens)

(4) Illness / Disability  
Aids sufferer / handicapped ↔ a person living with AIDS  
mentab patients ↔ people who are disabled / mentally ill

(5) Titles:  
do not give marital status  
use Ms ↔ rather than Miss or Mrs.

(\*) How to Avoid?  
→ Awareness of sensitivity / sensibility  
→ gender neutral titles  
→ plural construction like scientists & their study

## # SOFT SKILLS

- associated with person's Emotional Intelligence quotient, cluster of personality traits, social graces, communication, language, etc that characterize relationship with other ppl
- more of personality trait
- include overall habits
- can't be verified easily

(\*) Hard skill → routinely taught at academic institutions  
→ related to specific technical knowledge & training

soft skills include : communication, self-confidence, team spirit, trustworthiness, empathy, inquisitiveness + creativity, assertiveness

## ① PERSONALITY DEVELOPMENT :

→ sum total of individual's psychological traits, characteristics, motives, habits, attitudes, beliefs & outlooks (is personality)

### ② Theories :

- Trait theory → personality is biologically based
  - State theory → emphasizes role of moods & environment
  - Psychodynamic theory → believes in interaction of nature & nurture.
- PD = refers to ongoing interaction of diff factors that continue to shape personality over time

### ③ factors influencing personality :

- Heredity: physical structure, facial attractiveness, gender, energy level, biological rhythms
- Environment: culture, early conditioning, friends, social groups
- Situation: although personality is generally stable & consistent, sometimes does change in certain situations

## ④ Big 5 Personality Trait Theory

Three factor theory

Type A & Type B personality Theory

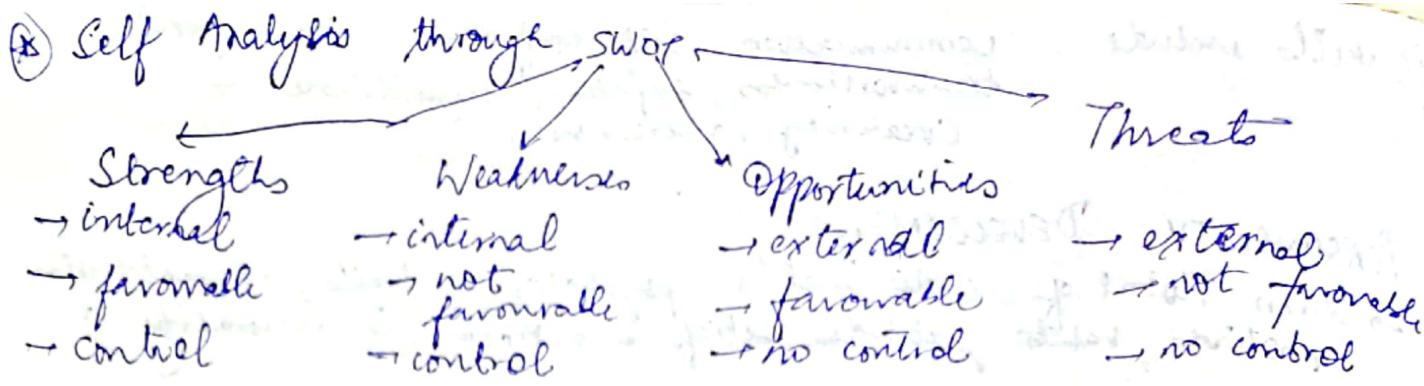
relaxed, less stressed, flexible, emotional, expressive, laid-back attitude, calm, not over concerned with achieving things

aggressive, ambitious  
competitive, workaholic  
lack patience, controlling

## ⑤ SELF ANALYSIS / SELF AWARENESS :

→ to know your motivations, preferences, personality & how these factors influence your judgement, decisions & interactions with other ppl.

Benefit :- makes socialization easier  
- managing others effectively  
- developing relationships with others



\* Strength → qualities that enable us to accomplish our goal

- what am I great at?
- either tangible/intangible
- what you are well versed in / what you have expertise in

\* Weakness → prevent us from accomplishing our mission & achieving our full potential.

- what do I need to work on?
- factors that do not meet standards we feel they should meet.

\* Opportunities → presented by environment within which we operate.

- one should be alert & recognise opportunities & grasp them whenever they arise.
- may arise from market, competition, industry, technology

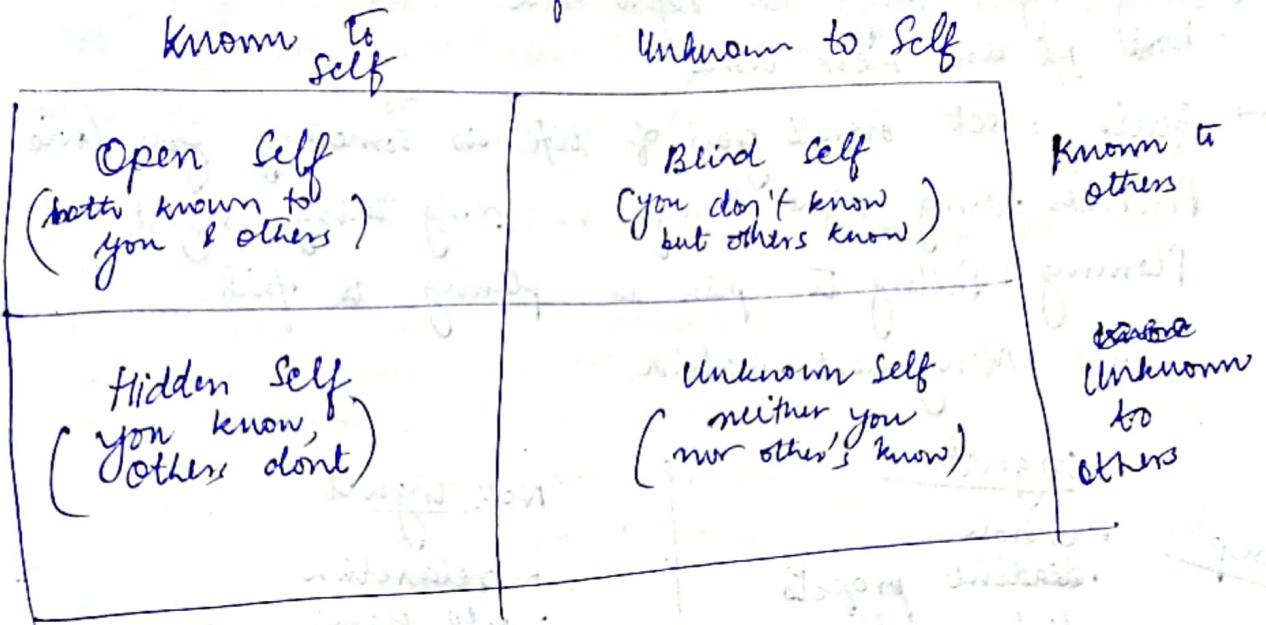
\* Threats → when conditions in external environment jeopardise the reliability & productivity

Eg: of opportunities → learnt something new; new trends in market, emerging need, few competitors, changing trends, social networking

Eg. of Threats → emerging competitors; work/life balance; changing regulatory environment, altering market needs, professional standards, changing customer attitude

## ① Johari Window:

- a model of self awareness,
- based on 2 ideas - trust & learn from feedback to reveal info.



### ① Open/self area or ARENA

- main, where all comm occur
- eg: adaptable, calm, logical

→ Feedback solicitation - understanding & listening to feedback

### ② Blind self / Blind spot

- others may interpret differently than you expect
- can be reduced by effective comm seeking feedback
- Eg: confident, knowledgeable, independent

### ③ Hidden area / PACADE

- any personal info, reluctant to reveal
- feelings, past experiences, fears, secrets

Eg: idealistic, sensitive, sensible

### ④ Unknown area

- feelings, capabilities, talents
- unaware till he discovers his hidden qualities & capabilities through observation of others

Eg: shy, spontaneous, bold.

## # INTERPERSONAL SKILLS:

### ③ Time Management

- doing right things at right time
- how ppl use their time

→ Goals: set overall goal of life as something you love

Priorities: doing right things vs doing things right

Planning: failing to plan is planning to fail

#### Time Management Matrix:

		urgent	Not urgent
Imp	<ul style="list-style-type: none"><li>• crisis</li><li>• deadline projects</li><li>• last minute preps</li></ul>	<ul style="list-style-type: none"><li>• relaxation</li><li>• prep, planning, prevention</li></ul>	
Not imp	<ul style="list-style-type: none"><li>• interruptions</li><li>• meetings</li><li>• popular activities</li><li>• some calls-mails</li></ul>	<ul style="list-style-type: none"><li>• busy work</li><li>• escape activities</li><li>• time wasters</li></ul>	

### ④ Team Building

→ providing skills, trainings & resources that your ppl need, so that they can work in harmony

→ But to be truly effective, it needs to be continual process, embedded into team & culture.

○ identify team members

○ allocating roles

○ defining leaders

○ supporting each other

## ⑤ Leadership skills :

→ process of influencing activities of organised grp towards goal achievement

→ not a person / position; complex moral relationship b/w pple, based on trust, obligation, commitment, emotion.

Styles : <sup>on</sup> (who is carrying job)

### ① Authoritarian

- when decisions need to be made quickly without consulting large no. of pple.
- with / no input from members
- leaders make decisions
- group members rarely trusted

(for who know their jobs)

### ② Democratic (for who know their jobs)

→ grp member encouraged to share ideas even though leader has

final say over decisions

→ members more engaged

→ creativity is encouraged & rewarded

Most effective ; higher productivity; better contribution; increased morale

### ③ Laissez - faire

→ very little guidance from leaders

→ complete freedom to followers to make decisions

→ leaders provide tools & resources needed

→ members expected to solve problems themselves

Effective where grp members are highly skilled, motivated & capable of working on their own.

### ★ A good leader uses all 3 styles

Leaders are born (acc. to trait theory)

Leaders are made (acc. to behavioral theory)

Leadership is an art rather than science

1/3 → inbuilt

2/3 → training & education

A leader is born, developed, skilled in communications & cultivated through life experience.

## ⑥ Emotional Intelligence.

- ability to recognize & understand emotions in yourself & others & use this to manage your behavior & relationships
- 5 key elements: self-awareness, self-regulation, motivation, empathy, social skills.

## ⑦ Perception

detect & interpret environmental stimuli

- ① Selection - what to attend to
- ② Organization - sort info based on innate & learned cognitive patterns
- ③ Interpretation - interpret it in a way it makes sense using existing info

} Perceptual Process

## ⑧ Factors

- ① Perceiver - attitude / motive / interest / experience / expectations
- ② Situation - Time / social setting / work setting
- ③ Target - novelty / motion / size / background / proximity / similarity
- ④ People's perception influenced by their needs

## ⑨ Attitude:

Opinions, beliefs and feelings about aspects of environment.

- Components:
- ① Affect (feeling) - how ~~to~~ we feel
  - ② Behavior (doing) - what we intend to do
  - ③ Cognition (thinking) - our thoughts & beliefs about object

Attitudes frequently (not always) predict behavior

## ⑨ Values & Beliefs

- guiding principles of one's life which → mental attitude of thought & behavior
- acceptace or assent towards as proposition, without the full knowledge regd to guarantee its truth.
- develop slowly
- not static
- culture's standard to determine what is good.
- internal belief that something is true even though it may be unproven, or irrational.
- vary from culture to culture

## ⑩ Career Planning

→ short term & long term career goals & actions you take to achieve them

- ① Identify your career options (examine interest / skills / values through self assessment)
- ② Prioritize
- ③ Make comparisons
- ④ Consider other factors (demand, qualification etc.)
- ⑤ Make a choice
- ⑥ Set smart goals (specific, time bound, goals & steps) (Set short term & long term goals)
- ⑦ Create your career action plan (be organised)
- ⑧ Meet career advisor

## ⑪ Self-Esteem

- person's overall sense of his/her value / worth
- how much a person "values", approves of, appreciates, prizes or likes him/herself

Factors : genetics, personality, age, health, life experience, thoughts, social circumstances, reaction of others, comparing self to other

- It is not fixed. It is malleable & measurable, meaning we can test for & improve on it.

↳ basic self-esteem  
↳ self-esteem  
↳ social self-esteem  
↳ family self-esteem

## # PARALANGUAGE:

study of human voice & how words are spoken

- ① Quality - distinguishes one voice from another
  - can't be changed but it can be trained
  - blessed some with deep & resonant

- ② Volume - loudness / softness of voice

- vary volume so as to make audible & clear

- ③ Pace / Rate / Speed - no. of words one speaks per minute.

- generally 80-250 words/min

- normal = 120-150 words per min

- speak at varying pace

- use appropriate pauses to create emphasis

- ④ Pitch - no. of vibrations of our voice per second.

- rise & fall of voice conveys emotions.

- intonation

- also depends on air supply in our body

- ⑤ Articulation - not to stop, slur, chop, truncate consonants

omits sounds b/w words or sentences

- ⑥ Pronunciation - speak words in a way generally accepted

- ⑦ Pauses - helps ref listener reflect on my

- should be spontaneous

- ⑧ Voice Modulation:

intonation - total variations

modulation - regulate / adjust tone / pitch & volume

→ Word stress / sentence stress

## # PHONETICS:

→ studies human speech

→ sound produced by respiration → phonation → articulation

↓  
source  
of  
energy

↓  
source of  
sound

↓  
airflow shaped  
by articulators in  
mouth & nose

Types:

- ① Acoustic Phonetics - concerned with physical acoustic properties of sound waves that we produce.
- ② Articulatory Phonetics - how we use our bodies to produce speech sounds.
- ③ Producing speech needs 3 mechanisms:
  - ① Respiration at lungs: energy source
  - ② Phonation at larynx: vocal cords fold produce sound at larynx
  - ③ Articulation in mouth: sound is then filtered / shaped by the articulators
- ④ Speech organs - organs which take part in production of speech sounds

Lips, teeth, alveolar ridge, tongue, larynx, vocal cords, epiglottis, pharynx, soft palate, uvula, hard palate

- ⑤ Air stream Mechanism:
  - any system by which a flow of air is generated in production of speech

Types:

- i) Egressive/ingressive - acc to direction of flow
- ii) Pulmonic/glottalic/velaric - acc to way in which flow is generated

- ⑥ Air stream mechanism used to speak most human language including English is Pulmonic Egressive.

- ⑦ IPA (International Phonetic Alphabet) (Created in 1888)

- linguists use IPA to transcribe speech sounds from all lang.

- ⑧ In linguistics, speaking & listening are primary skills for learning a language

→ When we use this phonetic alphabet, we're not writing in the normal sense; we are putting down a visual representation of sounds, so we call it PHONETIC TRANSCRIPTION.

→ So, 1 IPA symbol always makes same sound.

→ Likewise, 1 sound is always represented by the same IPA symbol

## A) Consonants

→ speech sound produced by complete/partial closure of the air passage so that the air comes out with audible friction.

## B) Vowels

→ sound that is pronounced with an open vocal tract, there being no stoppage, constriction or obstruction of air passage at any point above the glottis.

## C) Phoneme

→ smallest sound segment in any language that can bring about a change in meaning.  
e.g. /s/ of sing & /r/ of ring

→ language specific

→ they themselves have no meaning but they can bring about a change in meaning.

## D) Syllable

→ next higher unit than phoneme.

→ represents level of organization of speech sounds of a particular language.

→ 1 or more phonemes form the next higher unit called syllable.

→ In each syllable, there is 1 sound that is more prominent than rest.

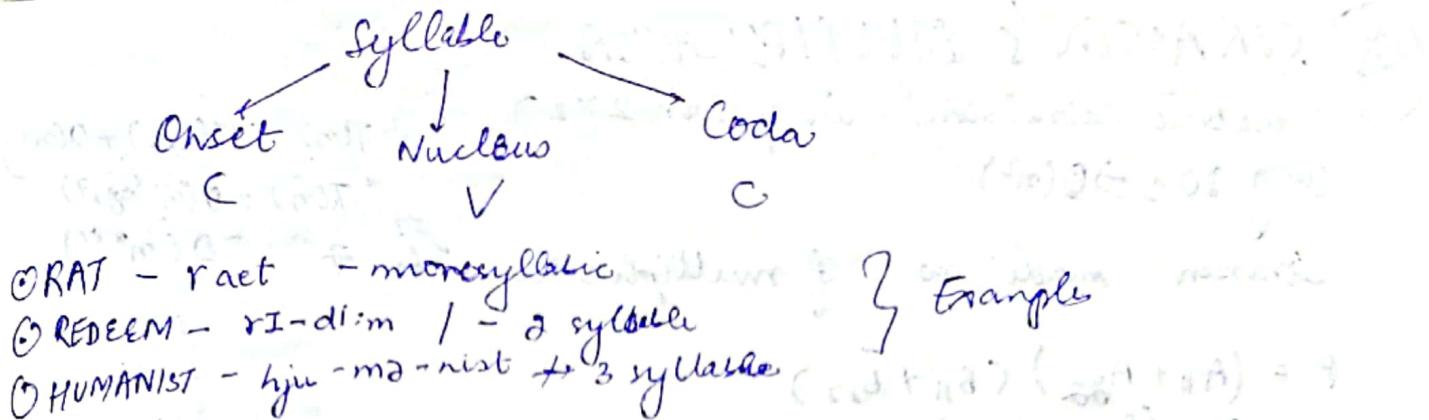
→ 1 syllable = monosyllabic, more than 1 = polysyllabic

### Structure:

→ common  $\Rightarrow$  CV(C)  $\Rightarrow$  single consonant (C) followed by single vowel (V), followed in turn (optionally) by single consonant.

→ Vowels usually form 'center' or 'core' of a syllable & hence often called nucleus.

→ consonants usually form 'beginning' (called as onset) and the 'end' (called as coda) of syllable.



## ④ Word Stress / Accent

- words with more than 1 syllable have it
- syllable  $\Rightarrow$  stressed  $\Rightarrow$  pronounced longer in duration, higher in pitch, louder in volume.
- Stressed syllable denoted by placing stress mark ('') just above & before the stressed syllable.
- Stress is syllable specific.  
 receive  $\Rightarrow$  /ri'si:v/

## ⑤ Intonation:

- change in pitch of voice
- rise & fall of pitch of voice when we speak
- change in pitch is due to diff rates of vibration in vocal chord.
- diff in pitch creates a diff in meaning
- English speech shows mainly 2 tones of intonation:
  - ① falling tone  $\rightarrow$  from high to low pitch
  - ② rising tone  $\rightarrow$  from low to high pitch.

falling intonation  $\rightarrow$  end of clause or sentence - (e.g. asking, confirming, concluding, etc.)  
 rising intonation  $\rightarrow$  new information, asking, greeting, etc.

→ intonation is also used to express attitude, mood, etc.  
 Among relationships between intonation and meaning, there are three main types: