

**BUSINESS COMMUNICATIONS**  
**(DBBC31)**  
**(BACHELOR OF BUSINESS**  
**ADMINISTRATION)**



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## LESSON - 1

### INTRODUCTION TO COMMUNICATION

**Object :** After going through this lesson student can know what is communication ? communication concepts, models, features and role of communication in business etc.

**Structure :**

- 1.1. Introduction
- 1.2. Definition
- 1.3. Genesis of communication
- 1.4. Features of communication
- 1.5. Process of communication
- 1.6. Functions of communication
- 1.7. General functions of communication
- 1.8. Functions of communication to Individuals
- 1.9. Functions of communication to Business and Trade
- 1.10. Communication and Internal Environment of Business
- 1.11. Summary
- 1.12. Model Questions
- 1.13. Reference Books

#### 1.1. Introduction

Communication is the name we give to countless ways in which the human being in special and all living being in general conveys information, thoughts, feelings, emotions etc. In this lesson the meaning and process, features and advantages of communication is explained in detail.

#### 1.2. Definition

The term “communication” is easy to understand because it is a natural phenomenon; it is difficult to define because of its multifarious interpretations by several authors. For a common man, “communication” is an exchange of information or ideas.

The word “communication” has been derived from the latin word ‘communis’ which means common, it implies that the communication is common understanding through communication of minds and hearts.

Communication is complete when the receiver understands in the same sense and spirit that the communicator intends to convey.

The following are some of the important definitions of communication : W.H. Norman & Summer Defines communication as “communication is an exchange of facts, ideas, opinions or emotions by two or more persons.”

Keith Davis Defines it as “The process of passing information and understanding from one person to another. It is essentially a bridge of meaning between the people. By using the bridge a person can safely cross the river of misunderstanding.”

Louis A. Allen Defines it as “communication is the sum total of all the things that a person does, when he wants to create an understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding.”

D.E. Mc Farland Defines it as “communication may be broadly defined as the process of meaningful interaction among human beings. More specifically it is the process by which meanings are perceived and understanding is reached among human beings.”

The careful and critical study of above definitions reveals that communication is sharing or exchange of ideas or information between two or more persons through a system of channel.

### **1.3. Genesis of communication:**

Communication is as old as human origin. During prehistoric times man used to convey and bridge understanding through sounds, symbols and gestures with the advancement of civilization and culture different languages were developed as the popular means to convey innerfelt thoughts and feelings. With the progress in science and technology sophisticated means of communication like letters, telephone, telegram etc. emerged. Communication has become an essential element for man’s comfortable stay. Development of science and technology, trade and commerce and socio – economic conditions elevated the status of communication from essential to strategic position. Today the scientific and economic advancement of a country is measured in terms of the communication system. Internal and international trade of today entirely depends on technically advanced communication systems.

### **1.4. Features of communication :**

**Communication has the following features.**

#### **1. Unavoidable :-**

Communication is always an unavoidable phenomenon. It always exists, not to talk of facial expressions, positive gestures and other behavioral ways, even silence also conveys a lot about the person’s attitude.

#### **2. Continuous process:**

Communication is not an art or even at an instance of time, rather it is a continuous process, incorporating various events and activities that are inter – related and interdependent.

#### **3. Two way traffic:**

Communication is not complete unless the receiver understands the message. To ensure that the receiver has understood the message, there should be some sort of feed back. Thus the communication is two way and not the one-way traffic.

#### **4. The role of perception:**

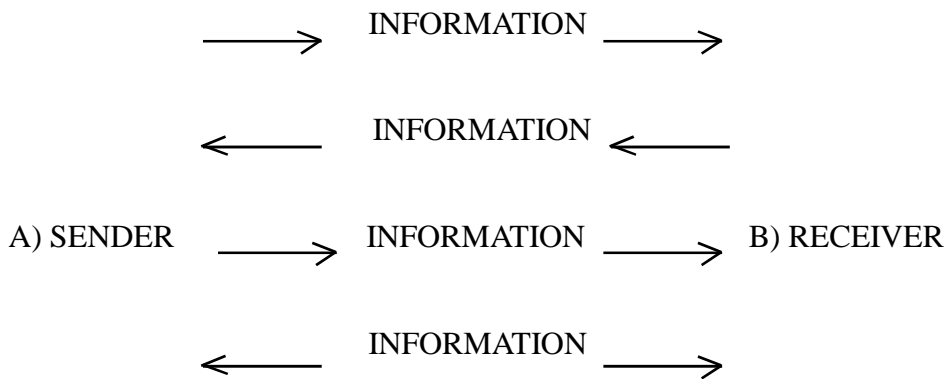
Human perceptions, the process of interpreting and giving meaning to the objects or signs, through five senses (seeing, hearing, touching, tasting and feeling) plays a dominant role in the communication process. Our sensory receptors are limited and detect only a small part of the phenomenon, we notice, consequently our communication is selective.

### 5. Universal :

Communication is universal phenomenon. All living creatures communicate through their own symbols and signs.

### 6. Social process:

Communication is a social process as it enables everyone in the society to satisfy his basic needs and desires through exchange of written, spoken or non – verbal message. It is through communication that two or more persons interact and influence each other and consequently bridge the gap in their understanding.



### 1.5. Communication Process Models :

Communication process is concerned with sharing and understanding of information. It consists of a few elements explained below.

#### 1. Sender :

The communication process starts with the sender, the person or group who wants to transmit the message to another person or group. To launch the process of communication, a sender with some message or information to share is essential. The effectiveness of communication depends on the efficiency of the sender.

#### 2. Message :

The physical form of the idea or information conveyed can be understood through receiver's sensory organs. Messages are not the meanings but indicative of meanings. Meaning lies in the receiver's mind not in the message. For example a manager reminds a worker about a deadline with an intention to cooperate, but the worker interprets it as an indicator of annoyance.

#### 3. Encoding :

The ideas that generated in human brain should be transmitted to some one i.e. the receiver. To send the ideas, they are to be translated into appropriate words, symbols, gestures or other form of expression which the receiver can understand and interpret.

#### 4. Channel :

The process of communication requires a channel to transmit information. Channel is the method used to transmit the message. For business communication, commonly used channels are telephones, letters, memos, E-mails, etc.

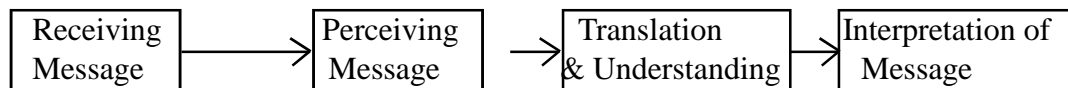
### 5. Receiver:

The person or group who perceives the message and attaches some meaning to the message is the receiver.

### 6. Decoding:

When a message is received, it is possible that it is not understood in the same sense and spirit, as the sender intended it to be, because the receiver decodes it differently. Decoding means attaching meaning to the message. Meanings are already in the receiver's mind, not in the message. The more the sender's message commensurates with the receiver's understanding the more effective the communication will be.

#### Decoding Process



### 7. Feed back :

Feedback is the reversal of the communication process in which the receiver expresses the response of the sender's message. Feed back travels usually in the same path or channel of the message. Absence of feed back discontinues the process of communication. The response or reaction may be smiles, signs or may be asking question or calling further explanation or affirmation.

### 1.6. Functions of communication:

Communication is next to oxygen and water for the existence of the whole society. It is through communication that we bridge the gaps in our understanding and create harmonious relations. The scope of communication is very wide and deep as any simple exchange between two comes under the fold of communication. Therefore it is difficult to concise the functions and importance of communication into a simple list. To make it clear, functions of communication can be discussed from three different angles: general, individual and business. We will discuss them in detail one after the other.

### 1.7. General Functions of communication:

#### 1. Conducive Environment:

It is through communication that different persons exchange thoughts and feeling and transmit understanding. When two or more persons understand one another totally, conducive environment of understanding is created in which disputes and differences among individuals or groups are amicably settled.

#### 2. Economic Development :

A country's development is directly determined by its economic progress, which can be achieved when the communication infrastructure is developed. Highly developed communication system is an index of economic advancement of a country. Communication and economic development are mutually dependent elements.

### **3. Technological progress:**

Communication and science and technology are interdependent concepts. Technological development is largely determined by the existing communication system. Unless an invention gets wide publicity, progress in that area can not be possible.

### **4. Global village:**

With liberalisation and globalisation, the world has been reduced to a global village. Modern technology has played and will continue to play significant role in breaking all geographical barriers among different countries and continents and has integrated various communities and cultures under unified network.

### **5. Inter dependence of Nations:**

Developed communication system facilitates free movement of factors of production globally. A powerful communication system helps, in building trade relations among different nations and promotes international trade. Strong and efficient communication systems between citizens of different countries, solve different international problems.

### **6. Internal Trade:**

Availability of high technology communication system develops not only international trade but also internal trade.

### **7. Development of Tourism:**

Electronic media and mass media have a strong magnetic power to attract the tourists from all over the world. Foreign as well as domestic tourists will get the information regarding the tourist places and the facilities available there with the help of communication systems. Thus efficient communication system also results in the increase of government revenues.

## **1.8. Functions of communication to Individuals:**

### **1. Expression on oneself:**

It is through communication process that one conveys opinions, thoughts, feelings etc. This helps in expressing oneself and making other person understand one's point of view.

### **2. Satisfaction of human needs:**

Communication helps man to satisfy his emotional needs of security and recognition. It is through communication that man expresses himself and feels relieved of emotional stress.

### **3. Building human relations:**

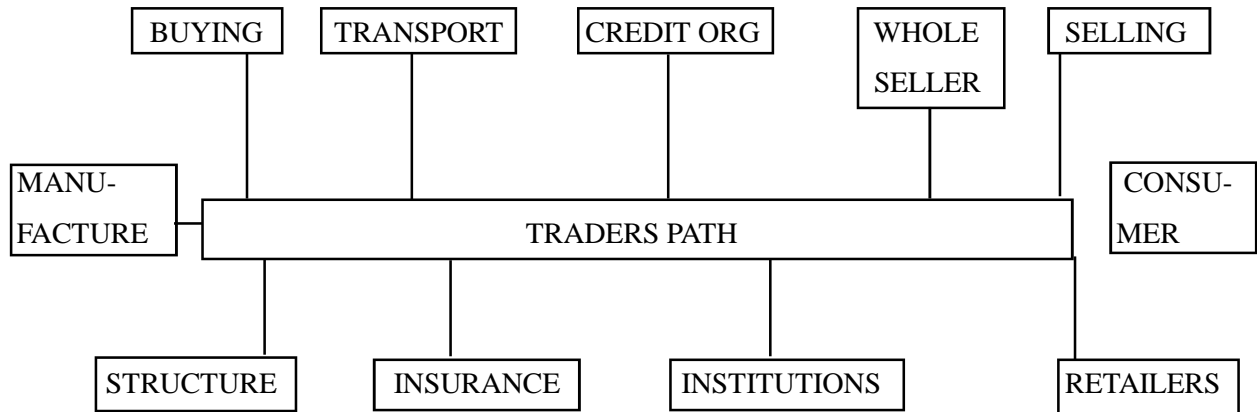
It is through communication that man conveys his point of view and understand others. Human relations are strengthened. It promotes trust, cooperation and harmony among different individuals.

### **4. Success in profession:**

One's success in his profession mainly depends upon his ability to communicate effectively.

**1.9. Functions of communication to Business and Trade:**

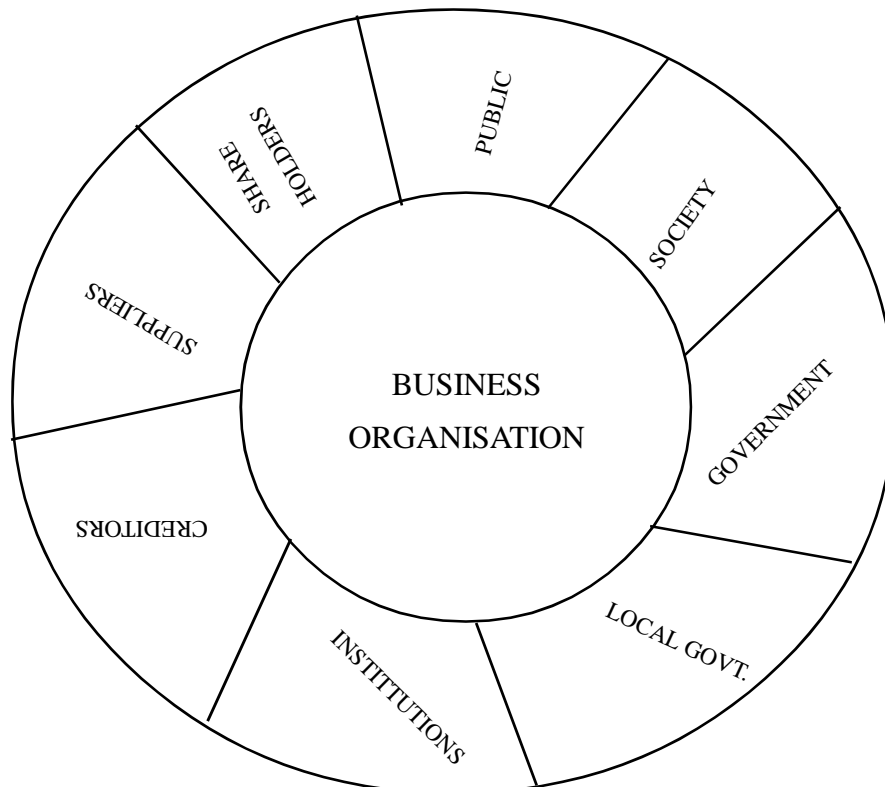
Communication is as essential to business as blood is to the human body. Without effective communication, organisation cannot perform well, management cannot discharge its functions smoothly. Business involve two activities i.e. buying and selling. A trader works between two extreme groups, the manufacturer and the consumer. During trade he has to communicate continuously with different parties as given below.



Communication system is the centre around which trade activities are developed. For business communication matters a lot, as it evident from the following points.

**1. Open system :**

Business organisation works in an open system of external environment to which it has to get adjusted and get approval for its survival and development from the external environment.



As shown in the figure the external environment of business consists of government, Local governments, Institutions, Consumers, Shareholders, Creditors, Public society and such other factors

## **2. Efficient working of the business:-**

Communication is essential for successful and smooth running of an enterprise. Through communication organisational goals and policies are conveyed to the employees and various resources necessary for their achievements are co-ordinated.

## **3. Communication failures: costly:-**

The communication failures often prove costly for an organisation. They directly result into stoppage of production and loss of man hours and affect productivity and production.

## **4. Building Human Relations:**

In addition to good working conditions and environment, communication among the management and workers is necessary for industrial peace and prosperity. Through effective communication, the management can convey its expectations to workers and workers can put their suggestions and grievances before the management. William Onchen III, quoted “communication is the chain of understanding that integrates an organisation from top to bottom, from bottom to top, and from side to side.”

## **5. Best Marketing and quality services:**

Present day customers demand best marketing and quality service. To provide zero-defect product and quality service, it requires proper communication of company with customers.

## **6. Job satisfaction:**

Effective communication enhances the morale and job satisfaction of the workers. Thus their quality of life is enriched.

## **1.10. Communication and Internal Environment of Business:**

Communication serves as a lubricant for fostering the smooth operations of the management process. Communication is helpful to the management in discharging various functions, which are as follows:-

### **1. Anticipation:**

The most important function of the management is to anticipate the future of their products and prospectus in the light of social, economic and political environment of various countries and regions.

### **2. Innovations:**

In the present rapid advancements in technology, the organisations have to continuously learn and innovate. For this they have to link themselves with institutes and universities of advanced learning and share the acquired knowledge with the employees of the organisation. For acquiring and spreading of information and knowledge, communication is essential.

### **3. Planning:**

Framing of various plans, policies, programmes and procedures require thorough communication among employees and various executives.



#### **4. Organising :**

Organisation is concerned with deciding the necessary activities of business, dividing it into various departments and delegating authorities to perform them. For every activity of the organisation, communication is needed.

#### **5. Leading, Directing and Motivating:**

The process of leading, directing and motivating requires communication. As a leader, the manager has to influence the behaviour of his subordinates, without effective communication he can not influence and inspire them. For the execution of the work, he has to issue necessary instructions, orders and invite suggestions. Again, communication is involved in this directing function of management. He has to understand the needs and interests of the employees and motivate them in the way to match their goals to the organisational goals.

#### **6. Controlling :**

Communication facilitates in controlling the activities of the individuals, departments of the organisation. In this process, the actual performance is to be compared with the expected and corrective actions are taken. When actual performance is compared there is a feed back from the employees regarding their progress and when corrective actions are taken, they are communicated to them either orally or in writing by their superiors.

#### **1.11. Summary:**

Communication, the vital organ of global socio – economic, cultural, political and commercial progress. It is derived from the latin word ‘communicare’ which means to share. communication is an exchange of information. Communication is as process of transferring message through a channel. In organisations communication serves through internal process and external process.

#### **1.12. Model questions:**

##### **ESSAY QUESTIONS**

1. Define communication and explain the process of communication.
2. Describe the functions and role of communication from different angles.
3. Write down the features and importance of communication.
4. Why communication so important in a business organisation ?

##### **SHORT ANSWER QUESTIONS.**

1. Communication definition.
2. Communication process.
3. Feed back.
4. Uses of communication.
5. Communication and Internal Environment.

**1.13. REFERENCE BOOKS.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
4. Varinder Kumar & Bodh Raj: Business correspondence and Report writing. Kalyani publishers: New Delhi.
5. R.C. Sharma, Krishna Mohan: Business correspondence and Report writing.

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## LESSON - 2

### BARRIERS IN COMMUNICATION

**Object :** After going through this lesson the student can know what are the barriers of good communication ? and How to make it effective ?

**Structure :**

- 2.1. Introduction
- 2.2. Different types of barriers
- 2.3. Semantic Barriers
- 2.4. Physical barriers
- 2.5. Organisational barriers
- 2.6. Psychological barriers
- 2.7. Principles of Effective Communication
- 2.8. Summary
- 2.9. Model Questions
- 2.10. Reference Books

#### 2.1. Introduction :

Communication is complete and perfect when the receiver understands the message in the same sense and spirit as the communicator intends to convey. But practically it has been noticed that such perfect and complete communication does not take place because of certain obstacles known as communication barriers. These barriers make the communication incomplete, unforceful and ineffective.

Proper identification of these barriers is as important as diagnosis of ailment for its remedy. In Stephen convey words “Diagnose before you prescribe, is a correct principle manifest in many areas of life.” Most of the behavioural problems in organisation causes due to improper communication of business executives. To ensure smooth running of the enterprise, they have to overcome these barriers through their right understanding and effective actions.

There are a lot of causes for misunderstanding and misinterpretations of message communicated. As the process of communication involves sender, channels and receiver, the problem of communication usually lies with either one or more of them. There may be laps in encoding and decoding the message, or the channels used may be defective. For better understanding of these barriers, they have been broadly classified as follows :

1. Semantic barriers
2. Physical barriers
3. Organisational barriers
4. Psychological barriers

### 2.3. Semantic barriers :

Semantic barriers are concerned with problems and obstructions in the process of encoding and decoding the message into words or other impressions. The use of different languages, different interpretations of different words and symbols, poor vocabulary and poor grammatical knowledge are some of the semantic barriers.

When communication fails to achieve expected result, it is termed as communication break down or block. These barriers may cause problem to the smooth flow of communication at any level i.e. at the level of sender, channel, received, feed back or external environment.

#### a) Barriers at the sender's level :

##### 1. Lack of proper organisation :

Lack of proper organisation and execution of ideas is a limitation from the sender's side. The ideas must be planned in a logical sequence and organised in the form of message. Several times, there will be miscommunication or partial communication due to the absence of planning and organising ideas in a logical order.

##### 2. Wrong encoding :

Most of the misunderstandings in communication occur due to wrong encoding of the message. Encoding is translation of ideas in to a code to make it convenient to enter into the channel and interpreted by the receiver. Due to lack of ability to code the message, lack of language skill, selection of wrong symbols or words, the communicator fails to convey what he wishes to convey to the receiver. For example, to encode a feeling of request, if one writes, "I want your book give me" the receiver can never be convinced that it is a request. Because it sounds like an order. But communicator means to send message" will you be able to lend your book ? Please give me for a day" It sounds as a request.

##### 3. Poor expression :

Another barrier, for which the communicator is primarily responsible, is poorly expressed message. Message is the content of the information to be received by the receiver for interpretation. If proper care is not taken by the communicator, message fails to convey what the communicator wishes to. For example, lack of clarity, selection of unsuitable terminology, technical jargon, inadequate words etc. deviate the information from core part of message.

##### 4. Over loading the message :

Sometimes communicator overloads the message with unnecessary information, which irritates the receiver and leads to wrong interpretations. Lack of command over the language, lack of required amount of knowledge about the message or the skill of selecting suitable words, usually creates this block.

##### 5. Underlying assumptions :

In several cases the underlying assumptions create blocks in communication, because they fail to convey the message totally. If there are underlying assumptions communication can not be effective as it depends on how the receiver receives and interprets the message. Psychologists say that this type of communication with children is very dangerous because it confuses the tender minds and creates a type of fear, especially if such type of message results into punishment.

### **6. Inadequacy :**

Overloading of message is one type of barrier in communication similarly inadequacy also creates blocks in the communication. Too much economising of words, selecting insufficient number of symbols often confuses the receiver or fails to convey total message.

Ex : Conversation between mother and a child.

Mother : Bring that tin (child brings)

Mother : Not this tin. I want that long tin (child brings)

Mother : Not this tin, stupid ! Tin with red lid (Child gets irritated)

Mother gets angry (Total scene turns out to be a problem)

From the above illustration it is clear that a simple barrier creates a very big problem to the communicator and the receiver.

### **7. Wrong selection of medium :**

Wrong selection of medium is another important block in effective communication. Depending on nature, need, quality of message and mutual understanding, media is to be selected. Wrong media leads to miscommunication even when the message is effectively and clearly formed.

### **8. Languages :**

Employees at organisation have no common language. This is obvious barrier when there is no common language to convey ideas and feelings. This problem is more acute in culturally diversified organisations and multinationals. Even competent translators fail to convey the exact meaning of different words of different languages. A company's operations expand and extend to different countries, this language barrier widens.

#### **b) Barriers at the receiver level :**

##### **1. Poor listening :**

It is resulted in insufficient reception of the message. Listening became a major barrier in oral communication. Poor listening is due to lack of interest on the speaker or on the message or even the impatience of the receiver. Sometimes personal ego hinders the receiver to listen attentively.

##### **2. Lack of attention :**

Sometimes receiver of the communication may not be attentive to what he is receiving and this act creates vacuum in the process of communication. Not paying proper and required attention may be due to wrong perception, less priority to the message, ego, bias etc., Due to these problems, the receiver cannot read, listen message totally and misunderstands the message.

##### **3. Retention capacity :**

Less retention capacity by the receiver is another block in the communication process. Human mind has a natural tendency of editing unnecessary information and preserve only essential part of the message in the condensed form. The rate of editing will be more in oral communication than in written communication.

### **5. Decoding :**

Wrong decoding, wrong transaction, misunderstanding the message leads to miscommunication. Depending on the physical and psychological conditions of the receiver, decoding changes.

### **2.4. Physical barriers :**

Some of the physical barriers are as follows :

#### **1. Noise :**

Any disturbance or interference that reduces the clarity and effectiveness of communication is called noise. Noise distracts the persons communicating and acts as barrier to communication.

#### **2. Improper Time :**

Improper timing of communication also hinders the process of communication e.g: A Phone call at midnight, interrupting sleep, further irritates the receiver, if message is not urgent.

#### **3. Distance :**

The distance between sender and receiver acts as a barrier in the communication process as the sender has to speak loudly to convey the message similarly in import – export transactions because of distances of miles, communication may be ineffective if proper use of fax, telephone is not used.

#### **4. Inadequate or over loaded information :**

It is imperative that information should be adequate, neither less than desired, nor more than warranted. If this is not so, fails to serve the purpose of communication.

### **2.5. Organisational Barriers :**

#### **1. Organisational Rules and Regulations :**

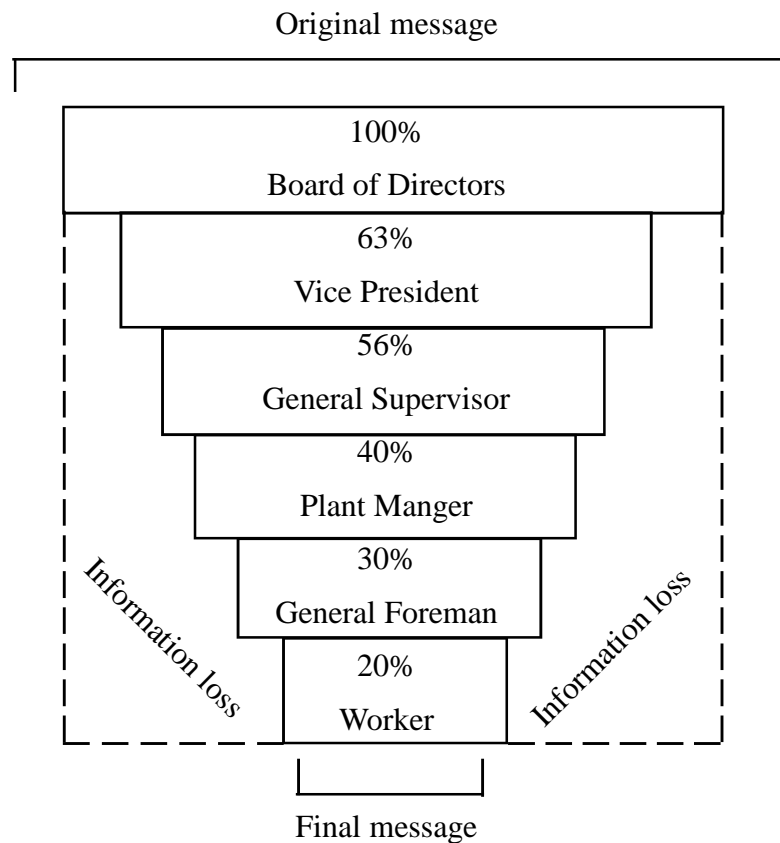
Organisational Rules and regulations act as hindrances in the communication process. Observance of rigid rules and regulations relating to communication, causes delay of message and discouragement to employee in conveying their creative and innovative ideas.

#### **2. Non conducting of Staff Meetings :**

To overcome the above barrier, certain organisations conduct staff meetings to know the grievances and suggestions of employees. In the absence of this free flow communication is interrupted.

#### **3. Hierarchical Relationship :**

Formal boss – subordinate relationship in organisation structure also restricts the free flow of communication. The greater the difference in hierarchical position, the greater is the communication gap between employees and executives. The employees are expected to contact executives through their immediate bosses. In such types of cases it has been noticed that upward communication is intentionally designed to suit the purpose of middle level bosses.



Source : Dalmar Fisher, communication in organisations, Jaico publishing House, Mumbai, 1999, Page 38.

## 2.6. Psychological Barriers :

Psychological barriers arise from motives, emotions, social values, different perceptions etc. These create a psychological distance, cause misunderstanding among people at work and hinder the communication process.

### 1. Selective perceptions :

Because of our selective perceptions, we can not communicate the whole. And because of different perceptions, natural words conveying certain positive message convey the opposite meaning to the receiver. It results into misunderstandings and misinterpretations and makes communication ineffective.

### 2. Attitude of superiors :

The general attitude of the superiors about communication, affects the flow of communication. If the superiors are afraid of delegating authority and lack confidence in themselves as well as in their subordinates, they will obviously try to conceal and filter the information.

### 3. Attitude of subordinates :

The negative attitude of subordinates also affects the communication flow. Their inferiority complexes, unwillingness to share information and fear of action are the obvious barrier to communication.

#### **4. Egoism :**

Egoism is one of the barrier of communication. The self centered persons think that their own ideas are more important and others are wrong.

#### **5. Emotions :**

Positive emotions such as love, affection and compassion smoothen the flow of communication whereas negative emotions such as hatred, anger, anxiety obstruct the communication process. Therefore, effective communication requires a soothed heart and a silent mind.

### **2.7. Principles of Effective Communication :**

Communication barriers obstruct free flow of communication, which makes it ineffective and less useful. It is the responsibility of both the sender and the receiver to take all possible efforts to make communication effective. Communicators should adopt some principles to make it effective. The following are some of the principles to be considered by the communicators to remove barriers:

1. Willingness to communicate is the basic requirement from both the communicators, which ensures effective communication.
2. Planning always promises good communication process. For proper planning, sender should be able to collect the required facts and its logical presentation as per the absorption capacity of the receiver.
3. Purpose of the communication is to be known by both the parties, if the time and conditions permit to make it effective.
4. Selection of correct and suitable media solves several problems in communication process.
5. Clarity in the message is essential to avoid misunderstandings. When ideas are generated, they are to be rightly edited and selected.
6. Technical words should be completely avoided in case of general communication.
7. It is advisable to use more than one medium to make communication effective. Oral communicator can combine language with body language.
8. Active listening and attentive reading is important in verbal communication.
9. Timely and suitable feed back is a testimony for effective communication.
10. Physical facilities and suitable instruments are essential to make communication free of barriers.
11. Use of technology such as telephone, Internet etc makes the communication effective. Communicator must have positive, pleasant temperament to make communication effective.

### **2.8. Summary :**

Communication is disturbed by different communication barriers which may arise due to the sender's fault or receivers problem or disturbance in the channel. Communication can be made effective by implementing certain principles such as willingness of communicators, good planning, clarity in message , selection of suitable media, active listening etc.



**2.9. Model Questions :**

1. What is noise ?
2. Explain barriers of communication.
3. In what way sender is responsible for communication barriers ?
4. How the receiver creates blocks in communication process ?
5. Write down the principles of effective communication ?
6. What are semantic barriers of communication ?
7. What are organisational barriers?
8. What are psychological barriers ?

**2.10. Reference books :**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
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5. R.C. Sharma, Krishna Mohan: Business correspondence and Report writing.

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## LESSON - 3

### LEVELS OF COMMUNICATION

**Object :** After going through this lesson the student can know different levels and forms of communication.

**Structure :**

- 3.1. Introduction
- 3.2. Forms of Communication
- 3.3. Communication levels
- 3.4. Inner silence
- 3.5. Intrapersonal Communication
- 3.6. Interpersonal Communication
- 3.7. Group communication
- 3.8. Public Communication
- 3.9. Mass Communication
- 3.10. Summary
- 3.11. Model Questions.
- 3.12. Reference books.

#### 3.1. Introduction

Communication can take countless forms similarly there are different levels in communication depending on sender and the receiver relations. In this lesson we will go through the different forms and levels of communication.

#### 3.2. Forms of Communication

Communication is the way of conveying and exchanging one's ideas, opinions and emotions, can take countless forms. These forms will differ depending upon the availability of feed back use of verbal or non-verbal signs, etc. Some of the popular forms or types of communication are as follows :

##### 1. One way communication :

One way communication is characterised by absence of feedback from the receiver to the sender. Here role of the sender and the receiver are not interdependent. The sender conveys the message and the receiver has to make out the meaning on his own as there is no scope for check back. Ex : The news reader reading news on television set or the radio speaker reading out a pre-planned message to the audience etc. The effectiveness of this way of communication depends upon the speaker's inferential ability and the receiver's listening skill.

## **2. Two way communication :**

Two way communication involves active feedback from the receiver to the sender to ensure that the receiver has understood the same message which the sender intended to convey. This form of communication being more interactive and inter personal, allows better mutual understanding.

## **3. Verbal Communication :**

Verbal Communication is communication through spoken or written words. This verbal communication can be oral as well as written. Oral communication may be face to face, or by telephone or by video conferencing system. Written communication can take the form of letters, memos, reports etc.

## **4. Non-verbal Communication :**

Non-verbal communication means transmission of information other than oral or written words. This transmission can be through facial expression, body postures, eye contracts, clothing, silence etc. More than 65% of human communication is through non-verbal clues than through written or spoken words.

## **5. Formal communication :**

Formal Communication is communication structured on the basis of hierarchy authority and accountability. Departmental meetings, conferences, circulars, company news, interview etc are examples of formal communication. This may be downward, upward or lateral. Downward communication commands (superior to subordinate) and instructs, Upward communication (Subordinate to superior) informs, Lateral communication coordinates.

## **6. Informal communication :**

Informal communication is relatively less structured and spontaneous communication arising out of day to day routine and meetings among peers. Example conversation at lunch or tea talks at social gathering.

## **7. Inter personal communications ;**

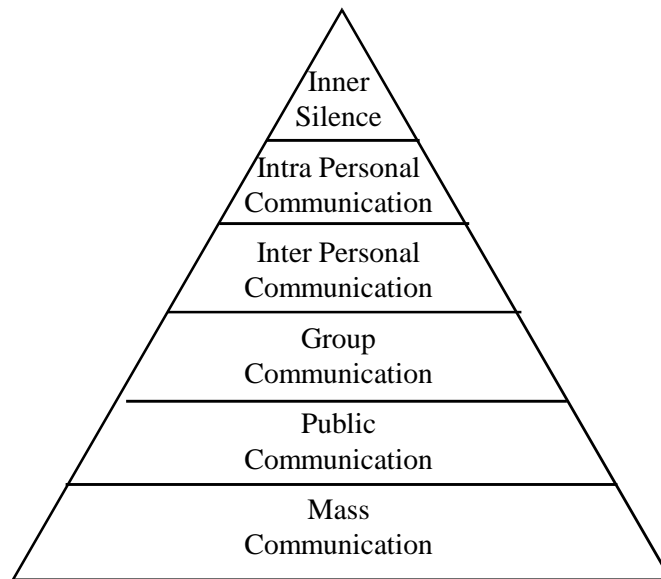
Interpersonal communication is communication among two or more persons.

## **8. Intrapersonal communication :**

It is internal dialogue occurring within the mind of an individual. It may be clear or confused, depending upon the individual's state of mind. To convey a message in effective way with desired effect it is essential that intra-personal communication should be clear.

### **3.3. Communication levels**

In our daily life we experience communication gaps among different persons because their levels of communication are different as their mental levels are different. Communication levels are of different types they range from personal to public. For the purpose of study, levels of communication are summarised below :



Levels of communication

### 3.4. Inner silence

The highest state of inner silence is meant lesser for expression and more for experience. Very few persons – one among millions, like Buddha, Christ, Sri Aurobindo etc. attain this state. This state of consciousness is also called meditation, when the person withdraws his senses from the external world and direct them to his inner self and enters in inner layers of silence. This is the state when thoughts disappear and thrills appear.

Scientists and philosophers have to live in this state to discover new theories and models.

### 3.5. Intrapersonal Communication

Intrapersonal communication is the internal dialogue occurring within individual's brain. An individual can avoid communicating with other but cannot stop communicating with himself. Every individual who is able to feel think and use language, communicates with himself continuously. It is a common practice that before communicating with others an individual communicates with him, to understand and estimate the reactions of the receiver.

The source for intra communication is man's brain where the ideas, feelings and messages are generated and are communicated within the person who tries to understand and gives a feed back. Brain never stops communicating with the person who owns it. He talk to himself more than any body else. It is impossible to shut off internal conversation.

Intra personal communication depends on the persons age, psychological maturity, nature of personality, external environment, his human relations, time to relax etc.

Intra communication is the most significant part of human life. It reflects and guides man's regular life and influences his behaviour with others. It helps to become more aware of our selves, which is essential for effective communication.

Man is the only animal who talks to himself all day long. A person who is able to think clearly can write perfectly and communicate satisfactorily.

To make intrapersonal communication better, man should keep his perceptions clear and avoid day – dreaming and illusions by being aware of himself. He should keep his mind calm and quite by living in the state of inner silence.

### **3.6. Inter personal Communication**

Inter Personal Communication is communication process between two persons. It is the next level to intra personal communication. It may be in the form of face to face conversation, telephonic, e-mail, internet chats, video conferencing etc. This level of communication takes place daily in our family, work place, public gathering etc. It provides basic frame work building relations and formulation of social structure.

To make interpersonal communication positive and effective it is essential that intrapersonal communication be more clear and better. Only those persons who think better with positive attitude can write and speak better.

### **3.7. Group communication**

A group is an association of two or more persons who interact with each other in such a way that each influences the other. Group may be formal such as committees, board of directors, quality circles, teams etc., which are formed intentionally or voluntarily to achieve specific goals or norms. Informal groups are groups which emerge spontaneously without deliberate design to meet social needs.

#### **Advantages :**

1. Group communication is essential for actual development.
2. A group can do more for the individuals than the individuals can do for themselves.
3. Group communication offers moral support and social binding.
4. Ego satisfaction of individual is possible in group communication.
5. Group communication promotes cultural and religious ties because different topics are discussed without barriers.
6. It develops the leadership skills communication skills and also adjustment.

#### **Limitations :**

1. It is a time consuming process.
2. It involves problems of coordination among different group members.
3. Conclusions can not be drawn quickly and effectively.
4. Chances of misunderstanding are more because it is difficult to reach every person in the group.
5. Convincing and satisfying all the members is impossible.

To make group communication effective, it is essential that external environment be comfortable and congenial.

### 3.8. Public Communication

Public communication is also a group communication, but the size of group is large and the speaker is one or a few. This is one way communication as the speaker gives speech and the audience listens only. Political leaders, religious preachers, trade union leaders etc. dealing with groups of people have to deliver speech to large assembly or gathering. Public communication may be formal such as general body meeting of an organisation or informal like club meeting.

Facing audience to give a public speech is a difficult task. Unless the group is highly motivated and the speaker is very effective, a speaker cannot get the attention of audience for a long time. The speaker must be informative and must have the ability to make the speech interesting one.

#### Importance of Public Communication :

Public communication is useful for informing and motivating large groups of people. It offers the following advantages.

1. Public communication can generate a motivated group which is powerful.
2. Within a short time any amount of information could be communicated.
3. Human bias is eliminated as they get the information direct from the sender.
4. Public communication has a purpose, objective and mission to achieve.
5. Public communication, if organised effectively, can develop human relations and bring unity among highly diversified groups.
6. It is an efficient method to develop social, religious, cultural and political awareness and inculcate correct ideas in the minds of people in a short time.

#### Limitations :

1. It requires good pre-arrangements like setting, mike etc.
2. To make the speech effective, the speaker should be well prepared and should deliver the speech that strikes the mental wavelength of the audience and appeals to their heart.
3. Feed back is not possible in this level of communication.
4. It is expensive and time taking to organise a public meeting.
5. It requires help cooperation and efforts of a large number of people at various levels.
6. If all the people are not equally interested and motivated, they may cause disturbance.
7. If the group consists different people with different language backgrounds it will become a problem.

#### Steps to make it effective :

Public communication process involves three important elements i.e. the speaker, the channel and the receiver. Unless these three elements are perfect and function with coordination, the public communication cannot be successful. To make it effective all the three partners of the communication process should be effective.

### 3.9. Mass Communication

The extension of public communication is mass communication. The scope of mass communication is wider than public communication. Mass communication is the process of communicating to the public at large through mass medias such as television, internet, films, publications, etc. It is primarily adopted by those individuals, organisation or institution which are willing to give large – scale publicity are normally political leaders, the government, business, organization, voluntary organisations, religious and cultural institutions.

#### **Importance of mass communication :**

The definition and scope of mass communication is very wide in today's modern and high technology days. Its scope extends beyond the globe. Therefore mass communication and global development became inter depending concepts. Mass communication through any media offers several advantages to the nations, governments, organisations, trade and commerce and public in several ways. They can be listed as follows.

1. Government rely on mass communication for all its polcies and programmes. It is an essential requirement of the democratic governments to inform every decision and programme of the government to the public.
2. Through mass communication only the scientific and technological development can reach the farmer in a remote village.
3. The welfare programmes launched by the government can be known to public through mass communication only.
4. Mass communication acts as bridge between the government and people.
5. Business people reach the customer and sell their products through mass communication. Global Village concept is possible through mass communication.

#### **Limitations of mass communication :**

1. It is very expensive. It requires heavy initial investment.
2. Without equipment infrastructure and supportive services with the sender and the receiver mass communication cannot be possible.
3. There is no guarantee that the messages reach the people for whom they are targeted.
4. Chances of misinterpretation of the message are very high in mass communication.
5. Feed back is absent.
6. It may be misused for selfish needs of vested interests.

Mass communication can be made effective through passing suitable and strict legislation's and restrictions on the media, which is responsible for transmitting false information.

### 3.10. Summary

Depending on sender and the receiver there are different levels in communication. They are inner silence, Intra personal, Inter personal, group, public and mass communication.

**3.11. Model Questions.**

1. What are the communication levels ?
2. What is mass communication ? How is it useful for national integration ?
3. What are the features of public communication ?
4. Is inter and intra personal communication same ?
5. Explain the features and importance of intra personal communication ?
6. In what way inter personal communication builds human relations ?
7. What are the uses of mass communication ?
8. Write about group communication ?
8. What are the dangers of mass communication ?

**3.12. Reference books.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
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## LESSON - 4

### COMMUNICATION MEDIA

**Object :** After going through this lesson the student can know the different Medias of communication and their importance and how to select a media structure.

**Structure :**

- 4.1. Introduction
- 4.2. Meaning
- 4.3. Importance
- 4.4. Types
- 4.5. Conventional Media
- 4.6. Electronic Media
- 4.7. Group Communication Media
- 4.8. Mass Media
- 4.9. Summary
- 4.10 Model questions
- 4.11. Reference Books

**4.1. Introduction :**

In communication process media is inseparable from communication. Absence of media implies almost absence of communication.

**4.2. Meaning :**

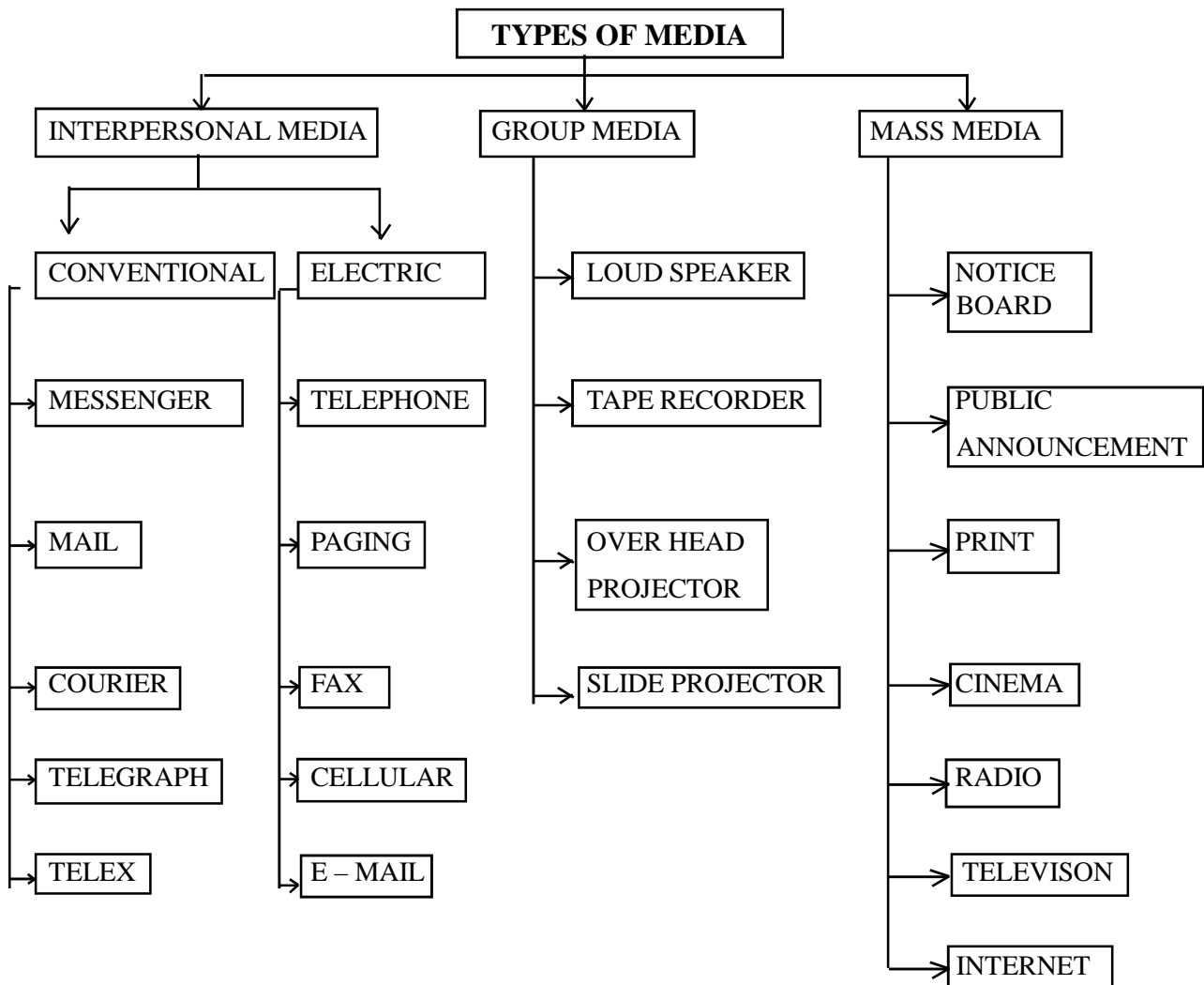
Literal meaning of the term media is the element through which something can be moved or transmitted. Communication is defined as a process of transmitting information from the source of destination through a channel called 'Medium'. In this context also medium implies something that facilitate the flow of communication.

**4.3. Importance:**

Media promises free flow of communication. Suitable media is essential to complete the process of communication. Media assures timely delivery of information to the receiver and carries 'feed back' in time. Correct media can exactly translate the feelings and ideas of the sender to the receiver. If media is rightly selected, it conveys the message promptly even when the distance between sender and the receiver is very wide. Delay in transmission and reception of communication can be reduced if favourable media is selected. Media improves communication skills of the sender. Complete and perfect communication is achieved if the suitable media is selected. Media selected by the sender should be acceptable and accessible to the receiver, to complete the communication process.

#### 4.4. Types:

During the process of communication development, man is able to design and develop different types of media suitable to the context of communication. Developed science and technology stimulated diversified growth of media. Social and economic liberalisation stimulated for the development of a wide range of communication media. Diversified media developed due to personal and organisational needs on one dimension and political needs on the other side.



There are numerous varieties of communication media in practice. Broadly media can be classified into three types. Interpersonal media, group communication media and mass communication media.

#### **Interpersonal communication media:**

Interpersonal communication is between two persons or among a small group in the form of conversation. The important media are conventional media and electronic media.

#### 4.5. Conventional media are:

##### 1. Messenger :

Messenger transmits the message by hand delivery. This system of mail transfer was practiced when organised postal system was not developed. At present this system is practiced for inter office transmission of communication.

##### 2. Mail :

An organised postal service transmit the written communication usually letters. It is an ancient system. Proofs were available about maintenance of systematic collections of mail centres during Guptas and Ashokas rule in India.

Modern postal system is a network of post office, established and connected to head office. They are linked to national and international net work of post offices through different modes of transportation like road, rail and airways. Almost in every country they are organised and managed by the government at subsidised charges to people.

##### 3. Courier :

Postal service is in public sector, parallel to postal service, private sector developed the courier system for quicker transfer and delivery of mail. It is a commercial organisation works with profit motto. It assures fast delivery of mail.

##### 4. Telegraph:

Telegraph is the earliest methods of telecommunication. Telegraph is used for transmitting information to any distance by means of electric impulses through a wire, which was invented by Samuel F.B. Morse. These are widely used for sending short and urgent messages

##### 5. Telex:

Telex is a teleprinter exchange, which provides teleprinter service throughout the world. Teleprinter is as mechanical devise that facilitates the transmission of data or information instantly between two distantly located persons with teleprinters. It works through telephone cables or radio relays system. It has international network of connections and is easy and simple to pass messages instantly but it fails secrecy of messages.

#### 4.6. Electronic media:

Electronic medias are as follows.

##### 1. Telephone:

Telephone is the most popular media that came very close to the people and an important electronic media of the modern world. Technical advancement and usage of telephones increased throughout the world, particularly in India in recent past. The advantage of telephone system is quick transmission of the message. Now public telephones are available in easy reach to every one.

##### 2. Paging:

Pager is a wireless telecommunication instrument, which is also known as bleeper or beep. It is a small instrument handled and carried by individuals. It works on the radio transmission technology, which contains receiver and transmitter. Pagers are personal communication devices. They provide quicker transmission of message at a lower cost.

### 3. Cellular phones:

Cellular phones, otherwise known as mobile phones are designed on the technology of radio and telephone. A cellular phone contains radio signal receiver and transmitter. The advantage of these phones are that individuals can use them wherever they go and also during travelling. Cellular phones became the most popular personal telecom instruments globally due to several advantages over the conventional telephone system.

#### Advantages:-

1. The availability of these phones is free with out waiting list.
2. They are cheaper if the usage is more.
3. Individuals need not confine themselves to phone room.
4. It is easy and convenient to carry.
5. It has a storage system, it also acts as phone books.
6. It records missed call.
7. It also provided additional information about the weather conditions, where the holder of the instrument is travelling.

#### Fax :

Fax is a machine that scans document, data, pictures electronically and transmits a photographic image to a receiving machine through telephone lines through a modem. To communicate through fax, the receiver and the sender should possesse a fax machine. The sender's machine scans the information and transmits to the receiver's machine. It is a very fast transmission of text matter as it is, which otherwise not possible. Fax is cheaper and quicker. In this type of communication also secrecy can not be maintained.

### 5. E – Mail:

Electronic mail is an important service offered to the internet subscribers. It is the fast, efficient and the latest mode of transmitting information. E – mail is the transmission of textual message from one computer to another electronically.

#### Advantages

1. Created messages are transmitted and delivered into the receiver's mailbox in any remote corner of the world instantly.
2. Messages are held until they are received by the receiver.
3. If any fault or error is committed in transmission, the same will be brought to the notice of the originator.
4. It displays the message to facilitate the receiver to read.
5. There is a facility of sending same message copies to a group according to the given time.
6. E – mail also provides access to telex system.
7. E – mail can be restricted to have access to selected members.

To communicate through e-mail internationally is the cheapest method, but it requires a Computer, Internet connection and knowledge to operate it.

#### **4.7. Group communication media:**

Group communication is a process where one or a small teams of speaker's address a group of listeners. They depend usually on loud speakers, tape recorders, overhead projectors and slide projectors.

##### **1. Loud speaker:**

Loud speaker is a device consisting of a microphone, amplifier and loud speaker. It converts the sound signals into electrical signals and back into sound signals with more decibels of sound to reach a large group. It is a simple system widely used in public meeting. Wireless loud speakers are also in use with a small size can comfortably held on a coat button.

##### **2. Overhead projector:**

Overhead projector and slide projectors are visual based devices, which magnify the images or words and can be shown to a large group to support the speaker's message.

Tape recorders can also be used for group communication.

#### **4.8. Mass Media:-**

Mass communication is communicating with large size of population with different strata. Mass media plays an important role in creating awareness of current problems, policies and progress of a region and the world, that provokes them to know more about their counterparts and motivate them to develop along with the development process of the world. It is of a fact today is primarily due to the mass media. Development of mass media depends to a greater extent on socio-economic and political freedom of the people. Presence of free mass media is a symbol of freedom and democracy existing in the country.

Mass media contributes to the cultural development and also understanding different cultures prevailing around us. Mass media is a powerful instrument to convince, motivate and change people.

Economic development, particularly trade and commerce entirely depend on mass media. Modernisation of agriculture in the form of green revolution was possible in India because of mass media. Education, health, rural development, welfare programmes and society development programmes are propagated through mass media.

To educate people towards their duties, responsibilities, obligations is possible through mass media. Mass media is the most powerful media for integrated development of a region or a nation.

Any media, which can reach a mass or large group of population is a mass media. The aim of media is to penetrate as deep and wide as possible into a large group of people. Some of the important are:

##### **1. Hoarding and Notice Boards:**

Hoarding or notice boards are erected in public places, busy centres and shopping centres where they can attract the attention of large number of people.

##### **2. Cinema :**

Cinema came very close to man not as a medium of communication, but as a medium of entertainment. Cinema reaches directly into the hearts and minds of the people and remains in the memory for a long.

### 3. Public announcement:

It is the most traditional method. It is a time taking tedious method and large area cannot be covered under this method.

### 4. Print media :

Print media is any printed and circulated material such as books, journals and news papers. Books carry accumulated knowledge, ideas, discoveries and inventions. Reading books make a person competent to express his views and feelings. Science and technology, innovative ideas etc are outcome of books.

To communicate news or information to a large number of people, news papers, news journals and news letters are used. Newspaper came very close to the social life of educated section of population. Newspapers provide a detailed report of national and international events. The role of newspapers in democratic countries is very sensitive and important. They bridge the communication gap between the government and commonman and between two regions. Newspapers are powerful media to criticize the government activities, social evils or any such negative dimension in a country.

The disadvantage of press is it cannot reach those who cannot read and write.

### 5. Radio :

Radio is a broad cast media. It transmits the news, programmes for children, women, farmers etc. Radio is an audio based communication. Feedback is not possible.

### 6. Television:

In today's public and personal life of people T.V. became the most wanted media because one can watch incidents directly through live programmes. Misuse of the T.V. leads to different socio – cultural problems.

### 7. Internet :

Internet is the product of information technology revolution, which literally transformed the earth in to small village. It is the fastest, convenient and an accurate mode of communication between any two points on the earth. Internet is the international communication system. It offers endless list of advantages to individuals, organisations, institutions, government, economies and for the coordinated progress of the world economy.

### 4.9. Summary :

Media is the life of communication. Communication media is of different types. Media can be classified on the basis of communication levels as:

1) Interpersonal communication, 2) Group media communication and 3) Mass communication

### 4.10. Model questions:

1. Classify different media and critically examine the role of each medium in promoting communication.
2. What is communication medium ? Explain different types of media available to us.
3. What are the types of media used at different communication levels.
4. Write about the features and types of mass media.

5. Write about conventional media.
6. What communication media suitable to group ?
7. How mass media helps in development of a country ?

#### **4.11. Reference Books.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
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## LESSON - 5

### TYPES OF COMMUNICATION

**5.0. Object :** After going through this lesson the student can know the types of communication and their relative advantages and limitations.

**Structure :**

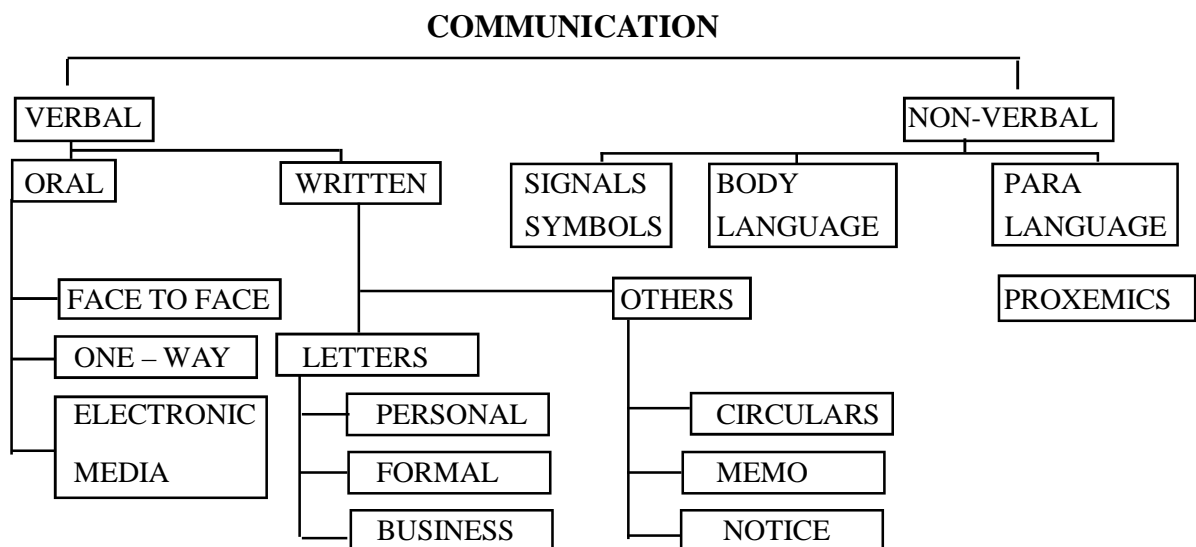
- 5.1. Introduction
- 5.2. Classification
- 5.3. Verbal communication
- 5.4. Oral communication
  - 5.1. Face to face communication
  - 5.2. One way communication
- 5.5. How to make oral communication effective.
- 5.6. Summary
- 5.7. Model Questions
- 5.8. Reference Books

**5.1. Introduction :**

Communication is a process, which combines different elements, structures and media designed for different purposes. Communication process can be of different types depending on the media, purpose of communication and communicators.

**5.2. Classification :**

Communication process can broadly be divided into the following categories.





In a broader way communication is verbal and non-verbal. Again these verbal and Non-verbal communications are of different types as explained in the above chart.

### **5.3. Verbal communication :**

Verbal communication is a process of exchange of ideas and feelings between two or more communicators by using language. Verbal communication entirely depends on a language. It may be classified into two, oral communication and written communication.

### **5.4. Oral communication :**

Oral communication is a speech based process. It is also known as vocal communication. Under the system of oral communication, sender and the receiver will be in direct contact with each other and communication will be a personal talk. It may be

#### **5.4.2. Face-to face communication :**

It is a direct oral communication between two individuals either in physical presence or connected by telephone. There are different types of face to face communication. They are :

##### **1. Conversation :**

Conversation may be defined as oral informal exchange of information. It is the most dynamic elementary and powerful communication. Under this method, conversation will be between two or more individuals in their physical presence. It is specifically adopted for interviews, conferences, small group meetings and informal get-to-gether. Of all the modes of communication this type helps to build healthy and strong human relations. To make a oral communication effective the communicator has to adopt certain principles as below :

- Select a topic in which both the speaker and the listener are interested.
- Avoid arguments. Because arguments can never convince or change the other person.
- Do not make a sensitive issue as topic which may hurt any of the communicators.
- Be courteous, cheerful and pleasant. Smile, eye contact, addressing the person with name gives a comfortable feeling to the other persons.
- Don't be a speaker continuously. You should be active listener also to make conversation effective and complete.

##### **2. Telephonic conversation :**

Telephone conversation is another type of face-to-face communication between people physically away and connected by a telephone link. To make telephone conversation effective and pleasant the following hints may help us :

- Modulate voice according to need.
- Clarity is the most important principle to be adopted in telephone conversation.
- Don't prolong the discussion when the other person called on phone.
- Be pleasant and courteous.

##### **3. Interview :**

Interview is a preplanned conversation between one person, the invitee to answer and a panel of interviewers to raise questions to test the qualities they require in the applicant. Interview de-

mands direct interaction of a group with an individual. To recruit suitable persons the employer adopts this type of interviews.

#### **4. Investigations and survey :**

This type of interview is similar to job interview with a difference that the interviewer is a single person. It is also a preplanned systematic conversation for a purpose.

#### **5. Instructions :**

Giving directions to the subordinates and clarifying their doubts is also a type of conversation. It may be written or oral.

#### **6. Dictation :**

Dictation is another type of face-to-face communication adopted in large institutions and organisations where the superior dictates terms, work, letters etc. to the subordinates usually the steno.

#### **4.2. One way communication :**

One way communication is a type of oral communication without immediate feed back facility. It facilitates communicator to transmit message without instant response from the receiver. For ex. Public speech. It is a simple and easy method to communicate to a large group. This method is adopted when a particular news or concept is to be publicised quickly to large number and to inspire mass group towards an object.

#### **c. Electronic Media Communication :**

Telephone, T.V. and radio can be categorised under this type of communication. It is an audio type communication, where expression and body language is not involved. It is expensive.

T.V. and Radio are also one way communication modes where programmes are broad cast to the target group. Feed back is not promised unless audience takes the trouble of informing to the programmers through post card.

#### **Advantages of oral communication :**

1. Oral communication forms a strong base to build human relations. It offers an opportunity to make the person feel that he is an important person in the communication process.
2. Instant feed back is assured.
3. It economises the time to pass message from sender to the listener as it is speed.
4. Information through oral communication is easier to grasp, decode understand and interpret than other modes of communication.
5. Oral communication does not require expenditure towards stationery and maintenance to the communicator. It saves money.
6. Oral communication is convenient to alter the channel, topic tone of voice, language etc as per the changing needs of communication.
7. Oral communication is effective, because the sender of the information uses speech, body language, gesture and symbols to make information reach the destiny as per his expectations. The receiver also uses all these supports to acknowledge the reception of the message.

Speech is the most powerful instrument to convince the listener more easily.

- Oral communication helps the sender of the message to edit unimportant or unnecessary information from the conversation instantly and can stress on important points.
- It works like a strong means to control and convince groups or mass in times of need or emergency.
- Oral communication is more reliable in certain situations, particularly to express opinion, than other modes.

**Disadvantages :**

- Oral communication has no recorded base for future references as in written communication.
- Oral communication cannot be effective without the total involvement of both the sender and receiver.
- The facility of modification creates a problem that the speaker may deviate from the actual content of the message.
- Through oral communication decisions may be delayed.
- Oral communication requires supportive and suitable body language.
- The effectiveness of oral communication depends on the attitude of communicator of the message and the receiver.
- Oral communication has no capacity to register in the memory of the receiver for a long time.
- During oral message if the words and body language do not match, it leads to misunderstandings.
- Success of oral communication depends on active listening which is a common failure among listeners.

**5. 5.How to make oral communication effective**

Success of oral communication depends on four principles, which are very significant contributors for effective communication. They are active listening, empathy, feed back, language and body language.

1. Active listening :

In the words of Abraham T. Collier, it is fair to say that listening is one of the most difficult things in the world to do.

Hearing, listening and active listening are three related terms but differ in the degree of intensity. As per dictionary meaning, hearing is the sense that involves the perception of the sound. Hearing does not require the involvement of the receiver. Listening is attentive hearing, which assures some degree of involvement by the receiver in the communication process. Active listening is total involvement of the receiver of the communication in the process and pays attention only to the communicator.

Active listening facilitates the flow of communication without any interruption and allows the speaker to say more and help him to ventilate the total feelings, message and information. Thus, active listening is the most essential element for oral communication.

### **Empathy :**

Empathy is the advanced stage to sympathy in communication. To sympathise in simple means showing or expressing pity over the other person's feelings. Sympathy helps to build relations at the early stage of conversation. Sympathy cannot achieve concrete outcomes of the conversation. Therefore, the listener must adopt empathy to make the conversation effective.

### **3. Feed Back**

When a message is received by the receiver and is able to decode it accurately, it influences him and provokes him to give response called feed back. Absence of feed back is a proof of failure of oral communication. Feed back is necessary to make the communication process complete. Feed back in oral communication will be in the form of questions for clarification, nodding head, encouraging smile adding words. But feed back should not disturb the speaker.

### **Psychological Factors :**

#### **1. Courtesy :**

Courtesy is an important virtue of effective communication. It implies that both the sender and the receiver of the information should have concern and consideration to other needs.

#### **Patience :**

Till the process of communication is completed both the message giver and the receiver should have patience. Impatience creates a permanent gap between two communicators.

#### **2. Positive attitude :**

Positive attitude builds strong relations, develops confidence and stimulates potential skills in other person. Both the communicators should adopt positive attitude during conversation to make communication effective.

#### **3. Pleasant temperamental characters :**

It is an asset for oral communication. Both the communicators should continue to be pleasant even when they encounter with debates and discussions on unpleasant and sensitive issues.

#### **5. Neutral :**

To be neutral, communicator needs to be very tactful to handle debates, which may tempt a person to take sides. It is a skill of balancing temptation to taking sides.

#### **5.6. Summary :**

Communication process is of different types. Broadly it is verbal and non-verbal. Verbal communication is language based communication. Which may be oral or written. Oral communication is speech based. Verbal communication may be of different types such as face to face communication which includes conversation, telephone conversation, interview, investigation, instructions and dictation. It is a perfect system of communication because it offers instant feed back facility. One way communication and other electronic media also come under this method of communication.

**5.7. Model Questions :**

1. Define communication and give a critical analysis of different types of communications?
2. What is oral communication ? Examine its importance in human communication process ?
3. Write short notes on classification of communication.
4. What is empathy ? Write a brief account of its importance.
5. What are the limitations of oral communication ?

**5.8. REFERENCE BOOKS.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
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## LESSON - 6

### WRITTEN COMMUNICATION

**6.0. Object :** In the previous lesson we discussed various types of communication and its broad classification. Out of the verbal communication we discussed the oral communication in the previous lesson. The other mode of verbal communication is written communication, which can be discussed in the present lesson.

**Structure :**

- 6.1. Introduction
- 6.2. Features
- 6.3. Types
- 6.4. Advantages
- 6.5. Disadvantages
- 6.6. Summary
- 6.7. Model Questions
- 6.8. Reference Books

#### 6.1. Introduction

Written communication includes written words, graphs, charts, reports, diagrams, pictures etc. It comes in a variety of forms letters, memos, bulletins, reports etc. It may be ordinary manual based internal or external mail or may be based upon computer technology. What ever the form or channel it may assume, every piece of written communication requires use of human memory, imaginative power, ability to observe and think, mastery over language and ability to write.

#### 6.2. Features

1. Written communication is systematic in nature.
2. Written communication is script based language. In this case language and the script are to be designed and organised with a code of rules and restrictions in the form of grammar and language skills.
3. Important feature of the written communication is that it is instrument based. Pen, Pencil or typewriter and a paper is required.
4. Written communication is essentially skill oriented. It requires the skill of language i.e., writing, expressing and reading.
5. Written communication is a slow process one which requires time to send it to the receiver. The receiver needs time to read, understand and give a written feed back.
6. Written communication limits the cycle of exchange between the sender and the receiver, in the form of message – feed back, message – feed back.
7. It is also limited in scope because it demands certain qualifications such as art, knowledge of language etc and instruments.

### 6.3. Types of written communication :

Whatever is written with an intention to convey to others is written communication. There are different types of written communication divided on the basis of purpose for which they are formulated. Broadly they are :

#### 1. Letters :

Letter is a written communication, communicated through post or mail.

#### 2. Reports :

Reports are analytical, explanation to an investigation or experiment communicated to the target group which gets benefited out of its results.

#### 3. Memos :

Memos are message of a particular concern written to one or more by an authority with an intention of informing something related between them.

#### 4. Notice :

Notice is a formal way of informing a group in an organisation or institution with regard to their responsibilities, rights or duties. Every organised institution where large group of people are working together, the management maintains a Board called "Notice Board" to communicate formal, regular and essential information.

#### 5. Circular :

As the name indicates, a message will be circulated officially by the authorities to make the people or employees aware of certain rules, policy matters, requests or any such official matters. If it is exclusively relating to the policy or legal matters it becomes order. For Ex; Government orders.

#### 6. Telegram :

It is a quicker mode of transmitting limited information mechanically to people in distant places. Telex, Fax are the most used computer – based medias for transmission of the written message.

#### 7. News Papers :

Most commonly used technique to communicate on various items regularly to the people who are interested in specific areas of information. It is a cheap means of communicating large volume of news to a large number of people who are highly dispersed.

### 6.4. Advantages of written communication :

1. Written communication is permanent record, which can be referred in future. Therefore policy matters, procedurals, instructions and confidential orders are communicated through written communication. Even if the receiver forgets the message, he can refer to the files where written records are preserved.

#### 2. Easier to understand :

Written communication is easier to understand than speech as it allows ample time to the reader to read at his leisure, analyses and think about the message. He can take a break, if his

interest wanes. Therefore lengthy and large messages are usually communicated through written words.

### **3. Composing in advance :**

Written communication can be composed in advance before it is delivered.

### **4. Accuracy :**

Written communications are less prone to errors, as they are organised more carefully than the spoken messages.

### **5. Wider access :**

Written messages, being frequently circulated, have wide access to the employees. This is not possible in case of oral message.

### **6. Document :**

Written communication becomes a document if it gains legal status and satisfies legal formalities.

### **7. Legal Evidence :**

Written communication acts as an excellent evidence for legal decisions in the court of law.

### **8. Effective means :**

Written communication is more effective means to convince the receiver, because it offers a chance of reading the information repeatedly,

### **9. Economical :**

It is economical in the sense that with a small notice on a piece of paper, it can be informed to many.

### **10. Attractive :**

Written communication is an attractive method because it is supported by code of rules, skills, paper used for letters, its colour and design, hand writing or printed matter adds beauty to the piece of communication.

## **6.5. Disadvantages**

### **1. Time consuming process :**

Written communication involves time in writing, rewriting, printing or proof reading the message, to be communicated. In oral communication such problem is avoided with instantaneous communication. Not only does it take time in drafting and producing the matter, but also take time to reach the receiver.

### **2. Not suitable for illiterate :**

Written communication is not suitable for illiterate people as they cannot read or write.

### **3. Formalism :**

Written communications, is more formal and rigid than oral communication. As a result it leads to defensive behaviour among employees and red-tapism in organisation.



**4. Immediate feed back not possible :**

Unlike oral communication, in written communication immediate feed back is impossible.

**5. Cannot be withdrawn :**

Communication cannot be with drawn, altered or modified if once written. For example if a subordinate, in a highly disturbed condition and with angry mood writes that he is resigning the job, he can not withdraw even if he wishes to.

**6. Skill is necessary :**

Written communication demands certain skills from both the sender and the receiver.

**7. Expensive :**

It is expensive because it requires Pen, paper, ink and other writing materials.

**8. Absence of body language :**

Chances of body language, which is the most effective means of communication, cannot be used in written communication.

**6.6. Summary**

Written communication uses the language in the written form to convey information. Its advantage is that it provides a permanent record. Letters, newspapers and reports are some of the popular means of written communication.

**6.7. Model Questions**

1. What is written communication ?
2. What are the features of written communication ?
3. Write down the various types of written communication ?
4. What are the advantages and disadvantages of written communication ?

**6.8. Reference Books.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
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## LESSON - 7

### NON - VERBAL COMMUNICATION

**7.0. Object :** In the previous two lessons you learned about verbal communication i.e. oral and written communication. In this lesson we have a thorough discussion about Non-verbal communication. Various types and their relative importance.

#### Structure :

- 7.1. Introduction
- 7.2. Meaning
- 7.3. Types
- 7.4. Symbols and signals
- 7.5. Visual signs
- 7.6. Signals
- 7.7. Symbols.
- 7.8. Posters, pictures and hoardings
- 7.9. Importance
- 7.10. Limitations
- 7.11. Summary
- 7.12. Model Questions
- 7.13. Reference Books

#### 7.1. Introduction

Writing, speaking and listening skills must of course, be mastered to become an effective communicator, but at the same time there is other side of communication, Non verbal communication, i.e., communicating without words. Unlike verbal communication, which is conscious and deliberate, non-verbal communication is instinctive and spontaneous.

#### 7.2. Meaning

Non-verbal communication without the use of written or spoken words, like body movements, voice-pattern time, touch etc. For ex. In a group of 100 guests in a party, a mother who is talking to her friends at one extreme point can control her children in other corner without making any one to notice about the incidence. Just eye contact, a finger pointing or nodding head can communicate more information than a speech or reading a paper. All this is non-verbal communication; a silent part of man's active life. Communication without words may be possible but communication in language without non-verbal will be ineffective.

#### 7.3. Types

Non-verbal communication is a process of communicating ideas and feelings or message by not using oral or written language, i.e. through facial expressions and body language.

Non verbal communication may be visual as signs and signals or audio such as sounds. We often transfer information in the form of sound. Humans have always use sound for information transfer, early societies used drums, alphenhorns and other sound producing objects to send sound over long distance. Sounds are created usually to convey simple messages which are commonly understood by all. For example : We clap hands to appreciate a person or to draw attention of an individual who is far to reach our voice.

Electronic signal of red light warns the passenger or driver to hold on or not to move which is visual communication. Audio communication is one which is used by car driver, giving horn to move away from the way.

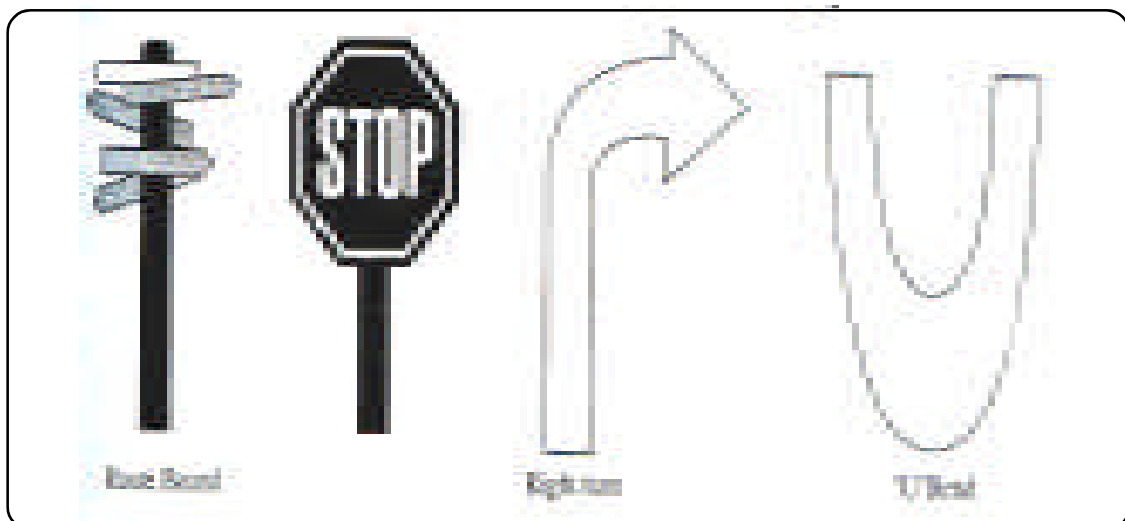
Non verbal communication can be in different forms such as body language, para language and symbols. Out of these we will discuss about body language in the next lesson. We see other types of verbal languages in this lesson.

#### 7.4. Symbols and signals

Communication through symbols, signals or sound is the most ancient medium used to convey message between two persons or in a group. Symbols are the roots of language script that developed from the symbolic language. Ancient people used signs, symbols and pictures for written communication. These signs may be visual and audio signs.

#### 7.5. Visual signs

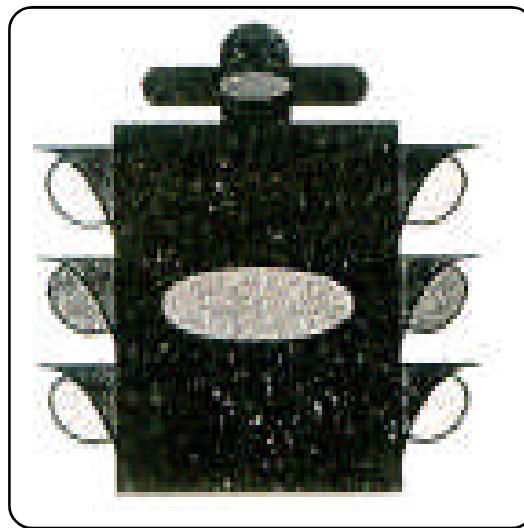
Sign is a device or a mark with specific meaning. Signs usually convey the meaning which they contain in it. They are used to transfer simple and direct message or information quickly without an effort of analysing. For example traffic signals.



Signs may have peculiar and standard colours, designs or pictures, which are universal in application. Yellow and black for public telephone booths in India, red for danger, black for danger to life etc. Signs or sign boards are erected and located in specific areas particularly to convey some information to the people who are new to that area or to the public for giving general instructions and directions.

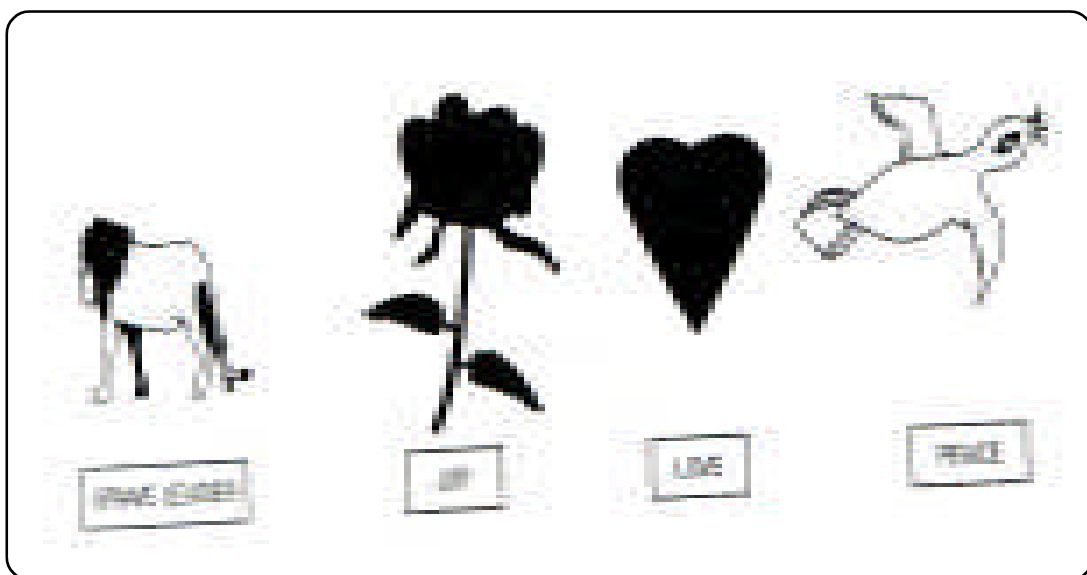
### 7.6. Signals

Signals are the devices to convey message through operating it when ever a need arises. They are not static like signs. They communicate in audio it- visual media E.g. traffic signal lights, railway signals, warning bells etc. are both audiovisual communicating devices. Fire engine bells, VIP escort siren, police whistle, horn by drivers are purely sound based signals, which convey different messages to the target receivers. Signal language is an important part of man's daily life style. These signals are universal in application. A foreigner, who is new to the language can understand this communication and can give suitable feed back to the communicator.



### 7.7. Symbols :

A symbol is a mark or picture developed to convey specific meaning. Symbols are unique and autonomous, can not be universally applicable except some, which became popular internationally.



Symbol of lion may convey strength, proud feeling, leadership qualities, daring nature etc. Within this broad idea the receiver can interpret its meaning depending on the context and need. Red Rose and Red heart is generally accepted symbols to communicate love. Certain symbols are universally popular, though they are designed and developed by independent organisations such as “Red Cross” for helping war victims irrespective of the nation. White Dove is for peace anywhere in the World.

### **7.8. Posters, pictures and Hoarding :**

Posters are long sheets of papers and charts with pictures, paintings and diagrams and slogans. It is a device to communicate a specific message to a selected group of people or to the public in general. This method of communication is adopted for mass communication. It is the most popular method used by the publicity department. Posters are located in busy centres. These helps to make a deep impression in the minds of people. Posters are colourful with attractive pictures and very catching slogans, which attract audience very quickly. They convey message in such a way that it directly reaches the target group. This is a cheaper and quicker mode of communication.

### **7.9. Importance of signal, symbol and poster communication :**

1. Communication through signals or posters is simple to understand and easy to convey complex message to any person.
2. It does not require the language skills of writing or reading.
3. An illiterate can also understand basic information about a concept.
4. They are attractive and are capable to draw attention of the target group of receivers.
5. They are cheaper means of communication.
6. Information can be communicated to a large group of persons within a short span of time.
7. They are universal in usage, any person can understand the information with ease.

### **7.10. Limitations of signal, symbol and poster communication :**

There are certain limitations in this type of communication as:

1. Highly skilled artists are required to design them.
2. Due to selection of wrong colours or pictures, it may give wrong information and some times negative impression.
3. Symbols can communicate only one message.
4. Feed back is not possible instantly for this type of communication. Therefore they are not effective communicating devices.
5. Audio signals cause disturbance to the peaceful existence of man.
6. Audio signals cause sound pollution in the environment.
7. There is a chance of misunderstanding a symbol because they do not communicate details of the information.
8. Posters and hoarding may also cause traffic-jam, accidents and other traffic problems.
9. During cyclones hoardings may fall on people, shops or houses, electric wires and cause heavy damage to the life and property of people.

Though with the existence of the above limitations, non-verbal communication via symbols, signals and posters is the most accepted media for public and also the communicating agencies.

### 7.11. Summary

Non-verbal communication, occupies, a significant position in the process of communication. Non-verbal communication makes verbal, effective, and complete due to several advantages offered by it. Non-verbal communication system include body language, symbol and signal etc.

### 7.12. Model Questions

1. Give a short account of uses of symbol and signal communication.
2. In what way symbols and signals help you in daily life.
3. What do you mean by non-verbal communication ? Examine its role in effective communication process.
4. Define non-verbal communication and discuss the important components of non-verbal communication.
5. Write an essay on non-verbal communication.

### 7.13. Reference Books

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
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## LESSON - 8

### BODY LANGUAGE

**8.0. Object :** In the previous lesson we discussed all non-verbal communication methods except Body language. After going through this lesson the student can know what is Body language ? Different kinds, proxemics, para language and physical context.

#### Structure :

- 8.1. Introduction
- 8.2. Meaning
- 8.3. Components
- 8.4. Facial Expressions
- 8.5. Postures
- 8.6. Gestures
- 8.7. Physical appearance
- 8.8. Proxemics
- 8.9. Para language
- 8.10. Physical context
- 8.11. Advantages of Body language
- 8.12. Disadvantages
- 8.13. How to make body language effective
- 8.14. Summary
- 8.15. Model questions
- 8.16. Reference Books

#### 8.1. Introduction

Communication through body language has been going on for over a million years. As far as the research on body language is concerned, Albert Mehrabian found that the total impact of message is about 7% Verbal 38% vocal and 55% non –verbal.

#### 8.2. Meaning

Body language is a natural instinct to express certain feelings, ideas or emotions , which need not be translated into words. When a person meets his friend, passes a pleasant smile, which can be decoded by the receiver as a ‘warm greeting’. This type of communication link is common among people and is a part and parcel of man’s social life. Sometimes to express certain feelings, ideas or message, body language is the only alternative. Instead of saying ‘No’ verbally one can inform it through facial expression or silence. The type of communication where a person conveys message through his body is body language.

To quote Julius Fast "... rarely do we send our messages consciously. We act out our state of being with non verbal body language. We lift one eyebrow for disbelief, we rub noses for puzzlement, We clasp our arms to isolate ourselves or to protect ourselves. We shrug our shoulders for indifference, wink one eye for intimacy, tap our fingers for impatience, slap our forehead for forgetfulness".

### 8.3. Components of Body Language :

Body language can be spoken through the following types.

#### 1. Kinesics

- a. Facial Expressions
  - Eye
  - Cheeks
  - Lips
  - Eyebrows and forehead
  - Body posture
- b. gestures
- c. postures
- d. Physical appearance.

#### 2. Proxemics

#### 3. Para language.

#### 4. Physical context :

Now we discuss all these components of body language separately, in detail.

#### 1. Kinesics :

Kinesics is the study of body movements to judge inner state of emotions expressed through different parts of the body. One cannot stop communicating. Our outward body movements reflect true inner conditions in an unconscious way. Our facial expressions and eyes, gestures, postures and physical appearance convey a lot.

### 8.4. Facial Expressions

Our facial expressions can show happiness, anger, frustration, arrogance, shyness, sadness, fear etc. So it is said face is the index of mind. A person can hide the truth by tight lips, but cannot hide the fact in eyes and face. Every feeling, which is generated during conversation reflects on the face immediately. Facial expression includes expression through 1. Eyes 2. Cheeks 3. Lips 4. Forehead and 5. Eye brows.

#### Eye Expression :

It is an accepted fact that eyes are gateway to man's communication process. Following are some of facial expressions and their interpretations.

. Looking straight into the eyes of listener shows that the confidence level of the communicator is high on what he is saying. It expresses higher degree of self – confidence of the communicator.



- closing eyes in between as if eyelids are heavy, denotes that the person is very tired or feeling sleepy.
- When eyelids are constantly closed, it shows the person is not consistent about his conversation and has doubts about what he is talking.
- Expanded eyes express fear and shock, sometimes anger towards a person or an incident.
- Eyes looking down signify shyness or humility and hurt.
- Fluctuating Eyeballs denotes confused stage, tension and fear of the person who is communicating.
- Deep pain is also expressed with sorrowful eye expression.
- Side way glance of eyes shows suspicion.
- No eye contact signify that the communicator is Disinterest on the topic or person with whom he is talking.
- Shifting eyes signify hiding something.
- Roving eyes express Arrogance and power.
- Avoiding eye contact denote Dishonesty and Deception.
- Constant Gaze or repeated mutual eye contacts express intense love and affection.

Thus eyes can speak volumes and express all the feelings generated in a person. There is an exclusive eye language called 'Netravadhanam';.

#### **- Cheeks :**

They primarily express shy and shame of a person. When a person feels shy, cheeks become pinkish communicating that the person is very shy.

#### **- Lips :**

- Tight lips shows that a person is angry and not in high spirits.
- Smiling lips communicate friendship, concern and consideration to the other person.
- Hearty laughter is a symbol of happy and joyful occasions.
- Deceptive smiles criticize the other person.
- Biting lips signify nervousness.
- Trembling lips denote Emotional upheaval.

In addition to these a smile may be mysterious, cruel or sarcastic. It is not a difficult task for the listener to analyse, interpret and understand the smile of the other person.

#### **- Eye brows and Forehead :**

- Raised eyebrows express question or doubt, Disbelief and amazement.
- Curled eyebrows express disagreement, anger and negative feeling.
- Wrinkled eye brows denote sign of stress.

### 8.5. Body posture :

Body posture is the position, in which a person stands, sits, walks and keep his head. The body posture of a person conveys his personality and communicates what he is. Psychologists and behavioural analysts analyse a candidate called for an interview through their body postures. The following are some tips to the student to sit on a chair is

- Sit straight but not stiff without bending neck or back and not leaning completely or partially forward or backward.
- When a person is interested in the conversation he bends a little towards the person sharing information.
- If the message is not very important or it is a casual talk or when the listener is interested in the topic, he leans backward in a relaxed posture.
- Crossed legs with hands on the table intimate it is a formal conversation.
- Stretched legs with hands on back of the chair convey it is an informal conversation and the listener is not giving due respect to the communicator and his message.
- Sitting straight and the head high indicates that the person is confident in what he says.
- Sitting with a bend or lowered neck, hands tightly packed on the chest intimates fear and inferiority complex of the person.

### 8.6. Gestures

Gestures are the physical movements of the body parts like arms, legs, hands, and head. Gestures are personal and used only in informal communication intentionally. Suitable and timely gestures can effectively act upon the behaviour of the target group. Gestures are also used to convey messages where words can not reach the person or words fail to convey message impressively.

The movements of the entire body like hunching shoulders, stepping forward, pulling backward, turning on one side or another, etc. Convey certain moods and feelings. People can communicate their feelings and ideas through movement of their hands. For ex : One can give an order with hand, to leave the room, can ask certain things by signalling through hands, or can convey yes or no. through the movement of hands.

Current and matured gestures will have a deeper influence on the receiver and if it is not used properly it leads to misunderstanding.

The correct position of standing and walking communicates confidence of the person. It is not a good habit to stand leaning on one angle or shifting body weight on one leg. It gives an impression that the person has no balanced and matured personality.

Walking in a correct way gives an impression that the person is optimistic with self confidence. One should avoid very fast walking with long steps or very slow. A person who walks very fast is usually a work a wholic, a very slow walker is a silent person reserved and loves leisure and less work.

In official work environment, an individual must be conscious of his body postures while sitting, standing or walking because these postures communicate about a person's personality traits, character and behavioural patterns.

**c/. posture :**

Our posture and body shapes affect our thinking process, and give us an idea about the attitude of the bearer towards the other persons, postures indicate confidence, fear, aggressiveness, rejection anxiety etc. For example :

1. Standing straight demonstrates enthusiasm and self-confidence.
2. Forward leaning of the body indicates nearness, intimacy and self – confidence.
3. Looking down, biting one’s nails reveal anxiety, nervousness and inferiority complex.
4. Sitting expansively with stretchedout legs shows confidence and relaxation.
5. Holding head straight, maintaining upper body erect and standing on both feet or sitting straight tells us that the person is conscious of the formal meeting or conversation.
6. Sitting with legs crossed and arms wrapped over the chest indicate person’s defensive mood.
7. Hands on lapels or clasped behind one’s back reveal confidence.
8. Leaning back of body on the chair means lack of interest.
9. Leaning forward of body indicates a cooperating and helpful attitude
10. Sagging shoulders and a slumped posture indicate depression and perceived defeat.

**8.7. Physical Appearance :**

Our appearance, manifested through clothing, Jewellery, Cosmetics, etc., indicates a lot about our inner state of emotions. These things should be judged in context of the local customs and culture of the community. We discuss these things in detail.

There is no standard set of dress prescribed to suit for all occasions. But it is known that a single pattern or type of dress is not suitable for all purposes. To attend regular duty, to attend an evening party, to go to a marriage, to go for running, to go for an interview, a person has to dress himself in a different pattern of dress. Dress must always be convenient and matching to the personality. The Dress which we selected must be natural and suitable to the person and should add beauty and dignity to the person.

Pleasant mannerisms are also essential to get appreciation from the listener. Mannerisms are certain body movements gestures, words or specific expression Sand phrases developed and used by the speaker, which rolls in the conversation unconsciously. For ex : Some people say ‘OK’ several times during a talk whether it is essential or not.

Tone of voice, pitch of voice also communicate something about a person. This is essential to the employees in front office, reception, sales persons, news readers etc.

- Feeble voice donates less confidence on what he says.
- Voice with higher decibels gives an impression that the person is trying to dominate others and is not a person with adjusting personality.
- Pitch of the voice should not be artificial because it gives an impression that the person is ‘acting’ but not sharing feelings genuinely.
- Right tone creates interest in the listener and provokes him to give suitable feed back.

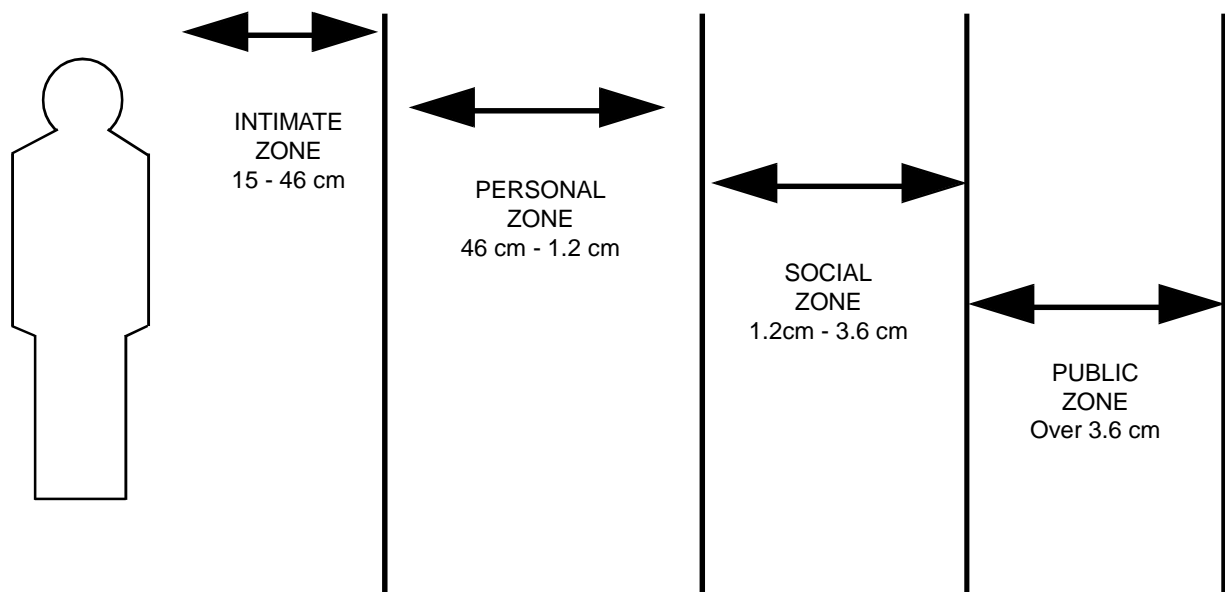
Pronunciation is the most important thing. The way a person pronounces a word gives its meaning that the word itself. Sometimes a slight variation in pronunciation alters the total meaning of the word.

### 8.8. Proxemics :

Proxemics is the study of how we use space around to communicate the message. Proxemics is the 'Personal space language'. Man has his own personal portable, "air bubble" that he carries around with him. Edward T.Hall coined these air bubble or spaces as "Proxemics" and describes four types of informal spaces to know human relationship.

- a/. Intimate – Physical contact to 1 ½ feet.
- b/. Personal – 1 ½ feet to 4 feet.
- c/. Social – 4 to 12 feet.
- d/. public – 12 feet to range of eyesight and hearing.

In intimate space upto 1 ½ feet, only family members, close friends or selected persons are allowed. Either silence or at the most whispered words are used here for communication. Next to intimate space is personal space meant for conversations with peers, friends, colleagues etc. Here talking is permitted in spontaneous and unprogrammed way.



Social distance ranging from 4 to 12 feet is used for formal and official relationships. This distance is most suitable for business dealings. Here thinking rules over emotions. Public distances of 12 feet or more upto eyesight and hearing indicates detachment and impartiality. This is most suitable for public meetings.

The distance maintained by people during communication in office and elsewhere tells a lot about their relationships. Similarly authority, power and status can be indicated by the location of the office and its sitting arrangement.

### 8.9. Para language :

Paralanguage involves the study of voice quality, volume, speech rate and the manner or speaking beyond the said words. It concentrates on “how” of speaker’s voice rather than “what” of the words.

This study of vocalisations gives clue about speaker’s social standing and his personality. Deep - throaty voice indicates maturity of man. Whereas flat voice indicates person’s lack of interest in life. Shaky voice reveals nervousness of the speaker, broken voice, his lack of preparation and clear voice his confidence.

### 8.10. Physical context :

The physical context like room design, furniture, decoration, colour etc. convey a lot of meanings to our sensory receptors. The importance of layout and design of the building and its decoration is evident from the writings of architects and industrial engineers.

Similarly colours demonstrate positive as well as negative feelings, particularly in the context of different cultures.

We should be aware of these physical contexts of communication, to make the communication more effective.

### 8.11. Advantages of Body Language :

- Body language is the natural and effective means of communication between two or more individuals.
- Body language sometimes conveys the message more accurately than verbal communication.
- Body language is simple and easy because it does not require skills or technology to communicate message.
- It is an effective supporting device to verbal communication.
- It helps for effective communication process.
- It is the most reliable communication because it can not make false information into a fact.

### 8.12. Disadvantages :

- The receiver can wrongly interpret body language if the signals of the body are wrongly received.
- Body language cannot convey total message but only a small part of it.
- Gestures and expressions vary from one region to another or differ from people of different cultures.

### 8.13. How to make body language effective :

Three fourths of man’s communication is through body language, so communicators have to improve body language through efforts, particularly when they meet a new person or a new situations.

- Body language reflects the person's inner personality, therefore every communicators must try to build a very pleasant personality, through change in behaviour, thought and approach.
- Regulate body language by observing and controlling expression gestures and body movements.
- While standing, sitting or walking one should be able to project the pleasant and the dignified dimension of the personality.
- Pleasant smiles, graceful movements and positive attitude help a person to win others at work place.
- Totally avoid unnatural, rigid and uncomfortable postures and gestures.

#### **8.14. Summary :**

Our outward body movements reflect true inner conditions of meaning in unconscious way. Our facial expressions and eyes, gestures, postures and physical appearance convey a lot.

#### **8.15. Model Questions**

1. What is Kinesics ?
2. What is Proxemics ?
3. What is paralanguage ?
4. "Body language is the most important part of man's communication process". Discuss.
5. Why is it essential to use suitable body language during the process of communication?
6. Face is the index of mind. Discuss.

#### **8.16. Reference Books**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
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## LESSON - 9

### ORGANISATIONAL COMMUNICATION

**9.0. Object :** After going through this lesson the student can know how the communication is organised in formal communication i.e. the work place

**Structure :**

- 9.1. Meaning.
- 9.2. Definition and features of organisation.
- 9.3. Importance.
- 9.4. Formal communication network
- 9.5. Advantages.
- 9.6. Disadvantages
- 9.7 Down ward communication
- 9.8 Upward communication
- 9.9 Lateral communication
- 9.10 Summary.
- 9.11 Model Questions
- 9.12 Reference Books.

**9.1. Meaning :**

In any type of organisation, the top level managers define institutional goal and accordingly formulate the work to be performed to reach the goal. The next level executives assume the responsibility of transforming the work into jobs. These jobs inturn are split into minute tasks which are convenient to be handled by the individuals. People are provided with tools, technology and authority to make tasks operative. These tasks, people tools and technology constitutes a frame-work called organisation. In each stage of these communications is essential. This type of communication is known as organisational communication.

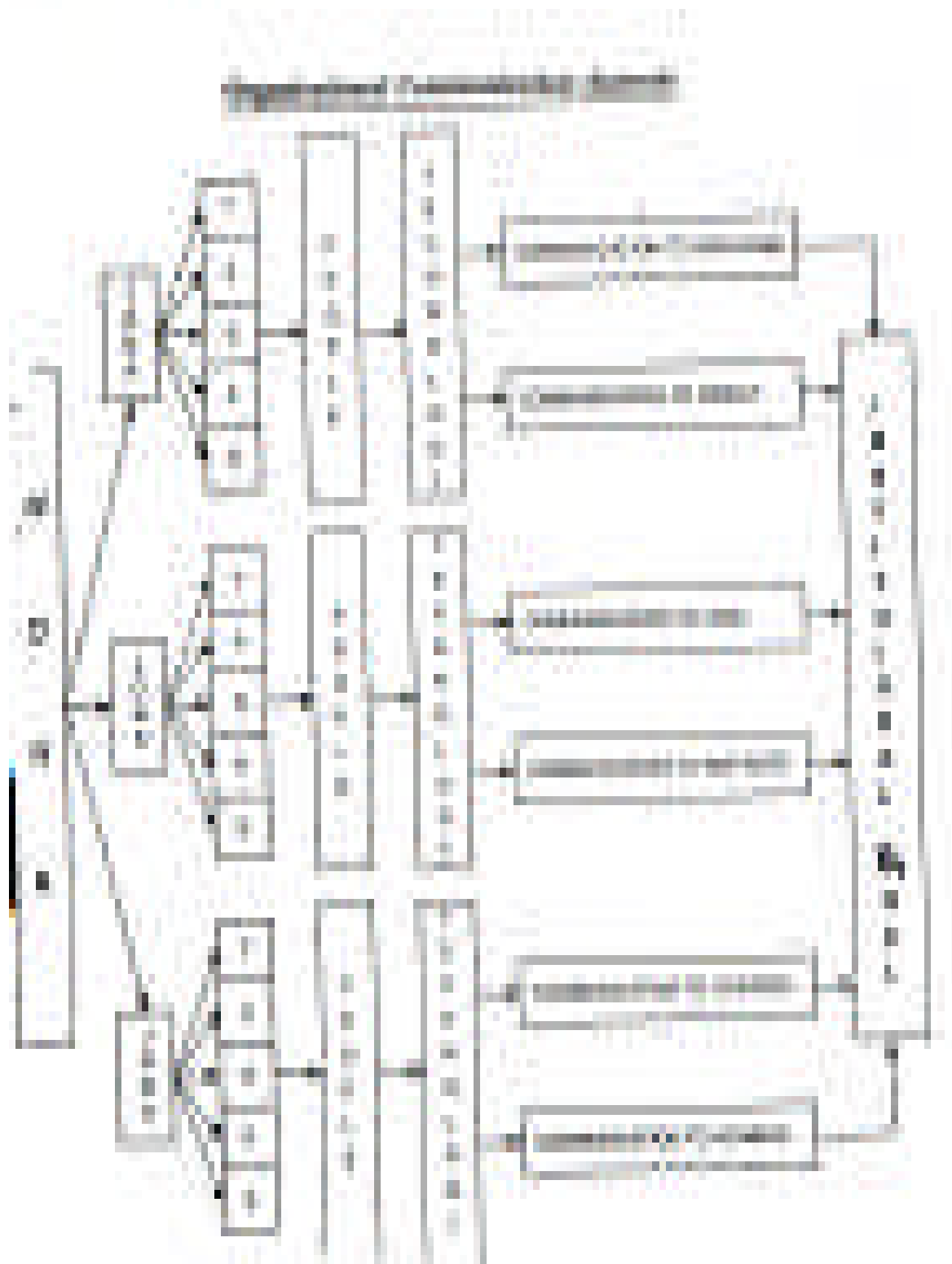
**9.2. Definition:**

The organisational communication has been defined by different authors in different ways. Such as :

Stoner, freeman Gilbert defines it as “specific pattern of relationships that managers create in the process of organising managerial functions. It is a frame work that managers devise for dividing and co-ordinating the activities of members of an organisation.

Howard.M.Carlisle defined it as “An organization is a deliberately established social unit composed of people who co-ordinate their activities to common objectives”.

A close look into the above definitions proves that an organisation structure is formalised relations among people. Relationships are possible only when communication exists. In the absence of communication, it is neither possible to frame relations nor operate activities. Communication is interwoven with organisational framework as shown in following chart.





Thus communication network is the regular pattern, system or structure, designed or build up along hierarchical or person to person relationship through which information flows in an organisation. Communication network has following features:

There is regularity in its pattern or structure.

It is either designed, in case of formal communication or is incidently build up out of friendship relations in case of informal communication.

It refers to the person to person relationship either hierarchical or anarchical along which information flows.

Communication network can be

1. Formal
2. Informal

### **9.3 Importance:**

The following are the areas which turned the organisational communication from important element to essential input. They are as follows:

1. An organisation structure is a framework of tasks within which the decision making process of the managers takes place. A manager can execute his plans only when he is able to communicate effectively with regard to the tasks to subordinates.
2. By selecting a suitable and efficient communication system only the management can expand the organisation physically or geographically or technologically.
3. Organisational communication transmits information from superiors to subordinates and from subordinates to superiors uninterruptedly.
4. An employee cannot do anything constructive in a work unit unless he knows what to do. So information and communication represent power in the organisation.
5. Communication is a means by which people are linked together in an organization to achieve a common purpose.
6. Communication is an essential element for a successful manager because all management functions, planning organising, coordinating human resource development, controlling etc. are executed through communication links.
7. Through the process of communication, working relations are formed, maintained and in some cases transformed into personal relationships.
8. Effective communication is one of the promising methods to motivate employees to achieve higher standards in work efficiency.
9. Suitable and timely communication reduce the waste of man hours, machine hours and blocks in activities.
10. Efficient communication system in an organisation promotes discoveries, inventions and creative ideas.
11. Communication improves interpersonal relations and reduces organisational conflicts.

12. Effective communication system in an organisation helps to discover suitable and timely answers to several contemporary problems generated in the process of organisation of business activities.

#### **9.4. Formal Communication Network:**

Formal communication networks are systems designed by management to channelise the flow of communication along formal organisational structure. This communication flow is deliberately created along officially recognised positions to ensure smooth, orderly accurate and timely flow of information.

The most common way of explaining formal communication network is with organisational chart.

#### **9.5. Advantages of Formal Communication:**

The following are the advantages of formal communication.

1. It passes through the line and authority and consequently ensures the maintenance of authority as well as accountability of the executives incharge.
2. It helps to develop intimate relations between immediate boss and his subordinates.
3. It ensures authenticity and genuineness of the matter communicated because of responsibility of the person involved.
4. It keeps uniformity in the dissemination of information.

#### **9.6. Disadvantages of formal Communication:**

The following are the disadvantages of Formal Communication:

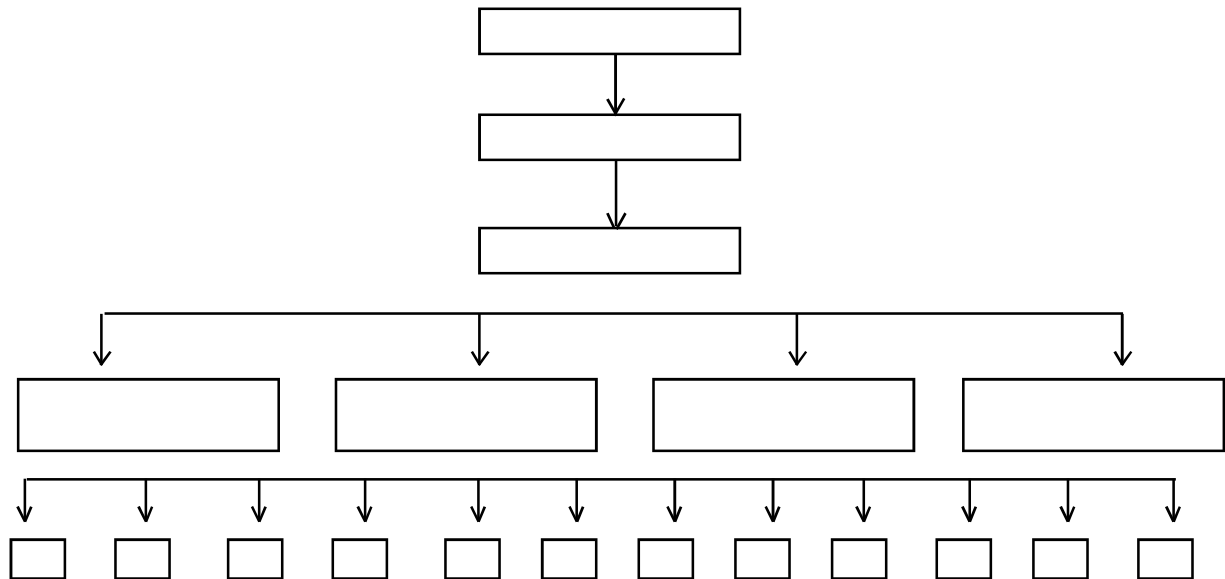
1. It increases the work load of various managers as all communications are to be transmitted through them.
2. It widens the communication gap between top executives and employees at the lower level. As a result it adversely affects their relationships.
3. It dilutes the accuracy of the message when filtering and colouring take place at the middle level.
4. It encourages the tendencies of red tapism, delay tactics and suppression of information by boss for causing unnecessary harassment to the subordinate.

Formal Communication may be Downward, Upward or Horizontal Lateral.

#### **9.7. Downward communication:**

Downward communication flows down from top to bottom of the organizational hierarchy and carries message from higher authority to lower and down below. Downward communication is very much concentrated in authoritative organisations.

### Downward Communication



#### 7.1. Objectives of Downward communications :

There are several types of objectives achieved through downward communication:

1. To give directions about what to do and how to do.
2. To explain organisational policies, programmes and procedures.
3. To know, how effectively a person is performing his job.
4. To motivate employees to improve their performance.
5. To educate subordinates for performing a particular job.

#### 9.2. Medias for Downward Communication:

The downward communication can be oral or written. The oral communication is mostly through informal channels whereas written communication takes the form of official Memos, Bulletin boards, Meetings, Circulars etc.

#### 7.3. Advantages of Downward Communication:

Downward communication provides the following benefits to the organisation.

1. It helps to explain to the subordinates the organisational plans, policies, programmes and procedures, work methodology and other necessary information for performing the job.
2. It helps to convey to the subordinates the expectations of management from them.
3. It acts as a means to control the activities of the subordinates with active feedback.
4. It provides motivation to the workers to excel their performance.

#### **7.4. Limitations of Downward Communication:**

The usual problems with downward communication are as follows:

##### **1. Distortion of message:**

Sometimes convey, message gets distorted or diluted because of filtering, colouring, twisting or condensing by the immediate bosses. As a result the spirit behind the message is lost.

##### **2. Delays:**

The delays occur in transmission of message because of long line of authorities involved. The excessive time consumed usually results in loss of its significance.

##### **3. Overloaded or underloaded message:**

The chances of overloading and underloading of the message are very high in downward communication. Overloading of message results in dilution of the real contents and underloading leads to misunderstandings.

##### **4. Bureaucratic Degeneration:**

Downward communication places the immediate boss in advantageous position to exercise authority over subordinates. Power and positions are misused against employees, who are not 'hand in glove' with authorities, by delaying or denying information to them. This leads to inculcation of shallow or superficial sense of responsibility or loyalty among employees, being judged on bureaucratic norms. As a result, the organisation suffers because of crushing and curtailing of employee's initiatives and innovativeness.

#### **7.5. How to make Downward Communication effective:**

For making downward communication effective the following steps should be taken :

##### **1. Well Informed:**

The top, middle and lower level managers should be well informed about the overall objectives and detailed activities of the organisation, so that they answer any query or clarify any doubts about the message communicated.

##### **2. Positive Communication Climate:**

The success of communication depends upon the communication climate. Before misunderstanding can stem out of the message communicated, management must ensure positive communication climate.

##### **3. Prevention of over – concentration:**

Over – concentration of authority for issuing orders and instructions should be avoided. There should be sufficient delegation of authority at middle and lower level management, so that delays in issue of necessary orders and instructions can be avoided. Additionally the line of communication should be shortened to avoid possibility of distortion and dilution.

##### **4. Proper channelisation:**

The information should pass through the hierarchical structures of the organisation. It should not by-pass, as it will create behavioural problems in the organisation.

### 5. Adequate and clear message:

The communicator should always convey clear and complete message in simple and straight forward language.

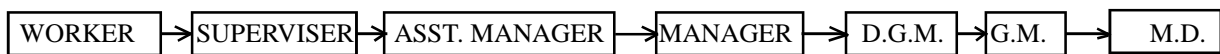
### 9.8. Upward Communication:

Upward communication is flowing of message from subordinates to superiors. It is just the reverse of the downward communication. Usually it is of two types.

a) Feedback of the Information asked by boss to subordinate.

b) Voluntary communication from subordinate conveying his suggestions, complaints, opinions and innovative ideas etc. As given in the following chart every piece of upward communication has to travel through different levels in the managerial hierarchy.

#### Upward Communication



### 8.1. Methods of Upward Communication

#### 1. a) Feedback communication:

This is an upward communication which is generated in response to the higher authority messages and information. It is a directive communication whose scope and nature are defined by the higher authorities. Who create a need for the worker to respond or communicate with them. Feedback communication originates in the following contexts.

#### 1. Reaction of employees:

When a new rule is introduced, changes are made, in the organisation the higher authorities naturally try to estimate the reaction of the employees, before the changes are actually introduced. Therefore they would like to know the reaction of employees in different ways.

#### i) Response to the Downward Communication:

The higher authorities, continuously communicate with subordinates. When this communication is for directing or instructing, feedback from the receiver is not expected but is to motivate or lead the subordinates superior expect response which is communicated through upward communication channel.

#### ii) To make use of benefits:

Employees are given several benefits by the institutions such as leave benefit, loans, permission for different needs, allowances etc. for which they have to apply as per norms of the organisation. All these are a type of upward communication.

#### iii) Reporting:

Subordinates have to report to the managers on various matters such as work-in-progress, performance, workers turnover etc. This reporting is an upward communication.

**iv) Explanation:**

Several times, subordinates are called to give explanation to certain facts, incidents, actions and mistakes. The subordinates answer to the enquiry either orally or in written form depending on the nature of the problem and the explanation.

**v) Surveys:**

In large size organisations, employers conduct different surveys to know the personal opinion of employees on work and working conditions.

**vi) Meetings and Conferences:**

Employers in middle order or top-level conduct meetings, managers conferences to communicate to draw explanation from the employees.

**vii) Exit Interviews:**

It is a common practice among some organisations to conduct interviews to those who are leaving the job and the organisation. The aim exit interviews is that, as the person is leaving the Institution he can give his opinions on different aspects more openly.

**viii) Counselling :**

Counselling is a process by which the counsellor facilitates the counsellee to express his feeling, emotions and problems in the same way the manager as a leader offers the same facility to his subordinates to ventilate his feelings and problems.

**ix) Open door policy:**

Some organisations follow open door policy where the doors of superiors are open for any employee in the organisation and employees can approach the manager at any time with any problem or message or information.

**x) Suggestion Box:**

Some organisations install suggestion box, inviting employees to communicate freely with higher authorities, which is frank and free from fear.

**8.1.b. Voluntary communication:**

It is non-directive in nature, originates at the operational level due to work needs and personal requirements of the employees. Voluntary upward communication includes the following :

**• Grievances:**

When more than two people with different backgrounds, attitudes and ego work together, conflicts arise creating misunderstandings. To settle such misunderstanding every organisation maintains a grievance cell, where the employees are allowed to express their grievances.

**• Complaints:**

Employees are expected to work with peer group superiors, subordinates etc. adjusting to working conditions within the frame work of policy, rules and regulations to accomplish given task. An employee who disagree with them give a complaint to the higher authorities.

- **Projection of ideas:**

An employee or a worker who works on the same task continuously for several years, becomes master of the work. If he is able to add a small fraction of his creative and innovative intelligence, which he may like to project to the higher authorities.

- **Express dissatisfaction:**

Every worker works on a task, if he is not satisfied with the working conditions, the workers express their dissatisfaction against any element if the upward communication channel is built strongly.

- **Offer suggestions:**

Subordinates can offer their suggestions to the top authorities, through upward communication channel

- **To ask for an advice:**

Employees at the operational level works under the guidance of technical experts, whenever there is a problem, they approach the superiors for correct guidance and advice.

- **Participation in decision making process:**

Under decentralised organisation structure managers encourage the employees to participate in the decision making.

### 9.8.2. Benefits:

The upward communication has the following advantages for the organisation.

#### 1. Creates insight into behavioural problems:

The upward communication provides management the advantage of greater insight and penetration into the behavioural problems of employees. The management can know the attitudes, opinions and feelings of the workers regarding organisational matters. Accordingly they can mould and motivate them better or introduce other plans and package depending upon the situation.

#### 2. Creates confidence and trust:

The upward communication creates mutual confidence and trust among executives and employees.

Employees can convey their feelings, complaints, grievances etc. to bosses and feel relieved of their negative emotions of attitudes. By carefully and compassionately listening to employees, executives can ensure their commitment to the welfare of employees.

#### 3. Enhances learning and excellence:

As employees come up and convey new innovative ideas to the management they feel themselves esteemed high and motivated if they are listened and rewarded properly. Thus healthy upward communication encourages and enhances their learning and excellence.

#### 4. T.Q.M. and zero-defect marketing:

Upward communication is imperative for T.Q. organisation and organisation's marketing zero-defect products. These practices are possible, only if the upward communication is there as employees who have deal directly with customers can convey the attitude and expectations of customers.

### **9.8.3. Weak points in upward communication:**

Upward communication if implemented has several advantages. But due to some reasons it is not as strong as downward communication. Limitations of upward communication are:

#### **1. Concealments:**

It has been noticed that the immediate bosses actively conceal the problems of employees from the top management because they fear loss of their power and position.

#### **2. Delays and Distortions:**

Usually in upward communication delays and distortions take place, specially when the lines of communication are long.

#### **3. By passing:**

Sometimes it happens that the workers by pass their immediate boss which results into resentment.

#### **4. Poor listening:**

Poor listening skill of the superiors discourages the subordinates to come up with innovative ideas. The superiors with poor listening cannot understand the problems of subordinates.

#### **5. Hesitation of Employees:**

Some employees hesitate to come to the boss and convey their problems because they fear they key will lose boss's favour.

### **9.8.4. Pre-requisite of effective upward communications:**

#### **1. Healthy atmosphere:**

First of all healthy and congenial atmosphere for communication should be created and maintained. If there are behavioural problems among executives and employees they will spoil the communication flow.

#### **2. Reward for constructive suggestions:**

Constructive suggestions by employees should always be rewarded so that they feel it is prudent to initiate and innovate new ideas and communicate them to the top management.

#### **3. Effective listening:**

The executives should always listen to the subordinates both emotionally and intellectually. With this, the subordinates will feel that management is genuinely concerned with their problems and grievances.

#### **4. Formal system for suggestions:**

There should be some formal system to handle the suggestions of the employees.

#### **5. Short lines of communication:**

The lines of communication should be kept as short as possible to avoid the delays and distortions in the message being communicated.

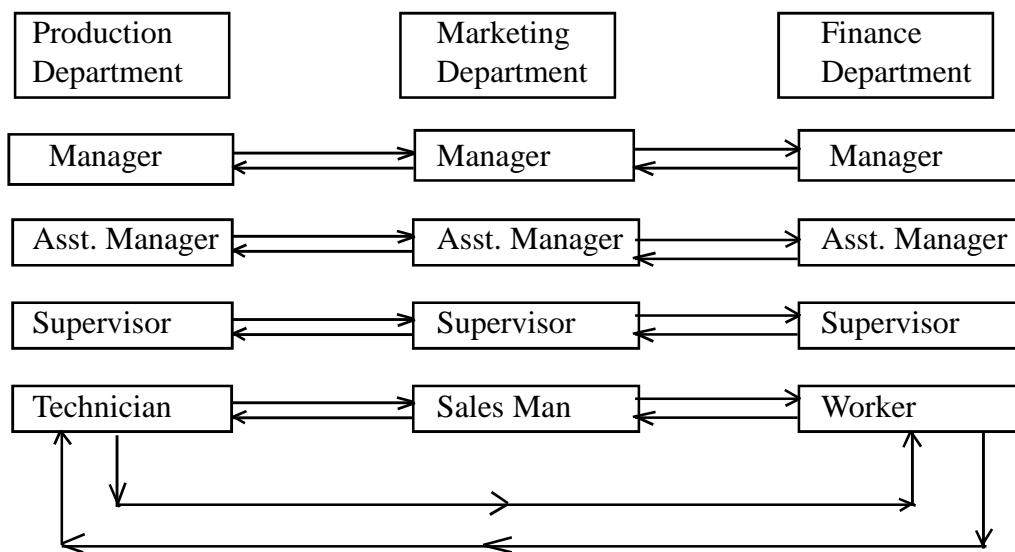


**9.9. Lateral and Cross-wise communication:**

A business organisation is a congregation of people such as; employer, employees etc. It is impossible for a person with sound mind to live with out interacting with others. Communication satisfies the social need of man. When more than two people work together in an organisation. There are two forms of communication channels that exist along with the vertical. They are lateral or horizontal and cross-wise or diagonal.

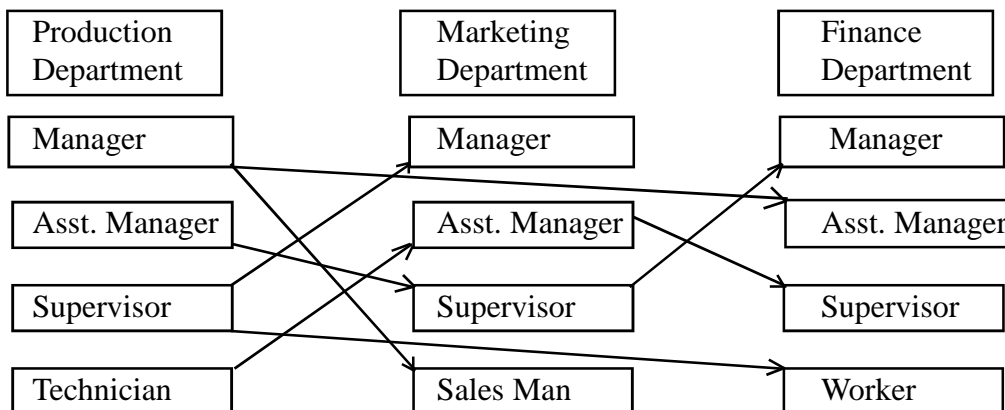
Lateral/Horizontal communication is a process of interaction between two or more individuals positioned at the same levels of the same department of different departments. Lateral communication refers to communication with persons of equal status working in other departments.

**LATERAL COMMUNICATION**



Crosswise or Diagonal communication is another form of communication channel works beyond the formal communication channels. Under this process of communication, personnel of different departments communicate with people in different levels. Thus it is flow of communication between two levels in an organisational structure. Diagonal communication refers to contacts with persons of higher or lower status in other departments.

**Diagonal Communication**



**9.9.1. Features of Lateral and Cross-wise communication channels:**

1. These channels are natural outcome of human relations in an organisational hierarchy.
2. They are non – directive and informal in nature, because they are not formed by the policy of top management or the channel of command and authority.
3. They are formed primarily to meet social needs and human requirement of belonging to a group, social security and more support.
4. They are formed to establish human relations but not work relations or authority relations. They are personal in nature and individual in approach.
5. They are formed among employees with in an organisation usually with the knowledge of the authorities.
6. In these groups some individuals who are active with leadership qualities lead the people to form groups and are actively involved in-group activities with regular relations.
7. Nature of communication in these channels is informal, routine with topics of individual interests.
8. It is not a pre-planned and deliberately created channel.
9. Relations among members in the channel are not clear with a precise definition and scope of operations as informal organisation because they are permanent.
10. The channels are irregular in nature and are created with out any concrete base or a reason asin case of vertical channel.

**9.9.2. Medias:**

Usually the following medias are used in this communication.

1. Telephones.
2. Face to Face conversation.
3. Meetings.
4. Written messages like letters etc.

**9.9.3. Advantages:**

1. They are easy to form and simple to windup, because they are not built on policy frame work of an organisation.
2. They are created to meet the basic needs of man, such as establishment of relations, social support etc.
3. It is very easy and simple to transmit any amount of message through this channel.
4. Its advantages lies its speed. Delay or blocks are not found in these channels.
5. This channel is free from the fear of communication filters because of absence of formal levels.
6. The channel is an efficient instrument to build strong human relations across the formal channels of command and authority.

7. Strong and active channel can reduce much of conflict in the organisation.
8. These channels offer the best opportunity to coordinate the organisational activities by the top authorities.

### 9.9.3. Problems:

These channels are inter-group communication links. Therefore chances of problems, particularly to the management are several such as:

1. When the links or relations are between two departments, it may leads to the problem of secrecy.
2. As they are informal, the regular and formal work may be disturbed.
3. Chances of interference into the department work by other groups cannot be eliminated.
4. They are formed quickly and closed quickly.
5. Due to the interference of outsiders, sometimes the peaceful atmosphere in the organisation may be effected.

### 9.9.4. Pre-requisites:

Horizontal communication helps to co-ordinate the activities of different departments and strengthens the relationship among the employees. It is essential that it should be made effective by co-ordinating the following points.

1. Meetings of different departmental heads and employees should be convened from time to time.
2. The various employees and heads of departments should be linked to intercom or telephones so that they can talk and discuss the businesses matters, when they feel necessary.
3. If possible, employees working at different locations should be linked with E-mail facilities as it is more cost effective.

### 9.10. Summary:

Organisation is a framework of relationships between different positions created to accomplish various tasks. Organisation structure facilitates managerial decision making. Organisational communication is a channel deliberately created to connect each position in an organisation structure to facilitate comfortable delegation of authority and coordinate activities of various levels, departments and individuals. Organisational communication flows in different directions, vertical communication is of parallel. Vertical are two types 1) Downward 2) Upward

**9.11. Model Questions:**

1. What is formal communication?
2. What are the benefits of upward communication?
3. What are the pre-requisites of effective downward communication?
4. What do you mean by formal communication ? Discuss its advantages and disadvantages.
5. What is downward communication ? Discuss the purpose, pre-requisites, potential benefits and problems of downward communication.
6. What is upward communication? Discuss its advantages and disadvantages. How can it be made effective?

**9.12. Reference Books**

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**Dr. Ch. Suravinda**

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## LESSON - 10

### COMMUNICATION NETWORKS

**10.0. Objectives :** In the previous lesson you learned organizational communication. After going through this lesson the student can know about the communication networks and how they work.

**Structure :**

- 10.1. Introduction
- 10.2. Types
- 10.3. Impact
- 10.4. Communication Channels.
- 10.5. Informal Communication
- 10.6. Grapevine Communication
- 10.7. Rumour
- 10.8. Summary
- 10.9. Model Questions
- 10.10. Reference Books.

#### 10.1. Introduction

An organization is a network of task related communication links created between positions to accomplish given jobs, which carries formal information between superiors and subordinates or between top authority to operational levels through middle order.

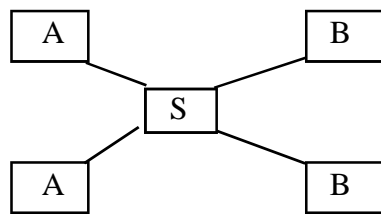
An organizational communication network is a structure formed by a group of people to exchange work related information and share topics of common interest. Networks are also formed for a particular purpose such as to take up a special responsibility or to discharge a particular duty etc. Example quality circles, counseling cell, investigation committee or commission etc.

#### 10.2. Types

Depending upon the problems solving capacity in the organization networks has been classified as follows :

##### 10.2.1. Wheel network :

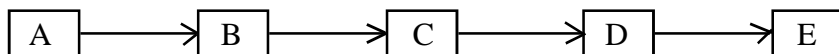
In a wheel Network, a single person may be the manager or a superior or a leader at the centre of the group who receives all the communication and transmits to the destination. It is a pattern in which communication flows from one subordinate to another through the manager who occupies central position. Subordinates on the ends of the wheel cannot have to transmit information through the person at the centre. There are typical work groups in the formal organization structure. It facilitates easy decision making for simple problems. It is also convenient to manage and coordinate the group. Wheel network promises efficiency and speed in communication. But the satisfaction levels of the members are extremely low because they cannot communicate directly with others. The person at the centre will be the most satisfied member, because he receives total communication and transmits to all.



WHEEL

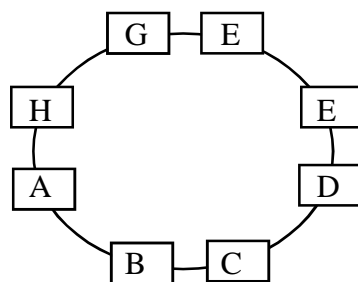
**10.2.2. Chain network :**

A chain network is a typical formal structure, which represent the formalities and work on the principle of bureaucracy of the enterprise. It follows the formal communication path. In this network a member can communicate with a person above him, the superior and below him, the subordinate as shown in the figure, but they cannot by pass any member in the network. A can communicate with D, through B and C : E can transmit a message to A through DCB. This type of network is suitable where the nature of work in the organization is simple and routine, and employees are technically not skilled. It can survive in centralized organization structure where employees work exclusively as per directions of the superiors. Regularity, work discipline, efficient management are some of the advantages. But delay is a common problem if levels are more. Satisfactory levels of members on the network on the network are low.



**10.2.3. Circle Network :**

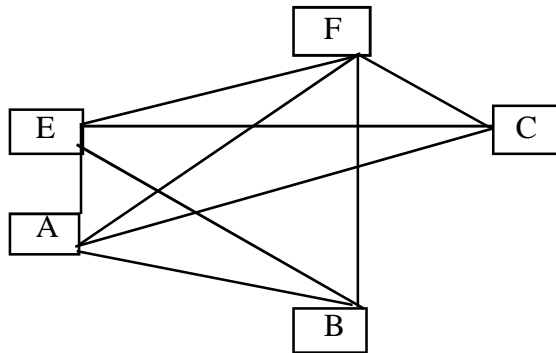
A circle network is a communication system without higher or lower levels i.e. absence of hierarchy. All members are of equal status and level on the network. They directly communicate with members on both sides without bypassing the member on both sides without bypassing the members in between. The management as is case of committee or commissions may create such networks for a special purpose, or voluntary association of a group of employees to work on a specific task. Example : Task force, equality circles etc.



CIRCLE

**10.2.4. Star or all channel networks :**

It is a network, which does not pass any managerial levels or bureaucratic positions. Every member on the network, communicates with every person. It is non-directive and free from formalities, conditions and restrictions. It is built and works on the principles of informal communication. It provides higher level of satisfaction to the communicators and builds strong human relations But these will delay is decision making and coordination is not easy.



STAR OR ALL CHANNEL

### 10.3. Impact of Network communication on organization structure :

Communication networks are deliberate creation by members, depending upon the working environment and the nature of work. They are not rigid and permanent structure like formal communication systems.

1. Networks by nature are small in size created to satisfy the local needs of an organizational structure in a simple and easy way, without much formalities and restrictions as informal communication.
2. Decision – making becomes simple and easy in networks. A network is a system of small group of communicators work together for decision making.
3. When the network is formed naturally and voluntarily for convenience of work, members participate actively with total involvement in – group work.
4. These networks offer higher levels of satisfaction compared to vertical channels, because of smaller size.
5. Information through these communication networks assures speed and accuracy with no levels and small size.
6. These networks are support to the organizational communication and the structure.

### 10.4. Communication Channels :

Channels are deliberately constructed paths to transfer messages from one communication point to another in an organization structure, depending on the nature of information, source and destination. Organisational communication may be formal or informal. We discussed about the formal channels in the previous lesson. In the present lesson we discuss the informal channels.

### 10.5. Informal Communication :

Informal communication flows in informal groups or structures in an organization. Informal groups are formed among a group of individuals without the direction or knowledge of officials. Out of natural instinct of man to get associated with co-workers and the strongest urge to communicate with others. These groups are formed in the evolution of organization structure. These groups are formed to share the topics of common interest or personal issues and problems.

Usually formal and informal communication goes side by side in the organization. Certain organisations encourage informal communication along with formal communication so that effective

communication may take place. David Krackhardt and Jeffery Hanson profoundly remark, “if the formal organization is the skeleton of a company the informal is the central nervous system.”.

### **10.5.1. Advantages of Information Network :**

Informal communication network provides the following advantages.

#### **1. Speedy and spontaneous :**

Compared with formal communication network information communication flows at faster speed in spontaneous way. Through this, certain formal messages can be confirmed, expanded and expedited.

#### **2. Multidirectional :**

Informal communication is multidirectional, as a result, it can flow to any direction and degree, with no constraint whereas hierarchical constraints are imposed on the formal network. Because of these advantages there is easy and economical access of communication to large number of employees in organization.

#### **3. Social Relations :**

Informal communication strengthens the social dimensions of the organization as it provides platform for employees social gatherings not only in organisation but outside the organization also.

#### **4. Catharsis :**

Informal communication is cathartic as it enables the employees to discharge their negative emotions and feel relieved through talking and meeting each other.

#### **5. Circumventing :**

Informal communication can sometimes help to bypass official channels which are unnecessarily cumbersome and time consuming.

#### **6. Supplementing :**

Informal communication supplements the formal communication. There are certain matters which are difficult to communicate through formal channels, link feelings of employees towards executives either general or particular with regard to certain decision.

### **Disadvantages of Informal communication :**

The informal communication has certain disadvantages and draw backs, discussed below.

#### **1. Misleading :**

It usually happens that informal communication carries half-truths, rumours, false and fabricated stories etc. Because of lack of their accuracy and authenticity they misinform employees or executives or even mislead them.

#### **2. Distortions :**

The chances of distortion of the message are very high as every person hearing the message tries to add, subtract mould or colour the message according to his whims and wishes. As a result the original communication is lost.



### 3. Disastrous for organizations :

Rumours, distorted messages, gossips etc. create misunderstandings among employees and adversely affect their relations. Sometimes executives take decisions based on wrong feedback or sometimes employees react to certain management decisions because of their wrong presumptions and prejudices.

### 4. No responsibility :

In formal communication responsibility for misinformation or misleading facts can be pinpointed. This is not so in case of informal communication.

## 10.6. Grapevine Communication

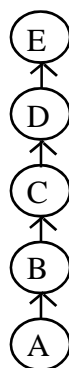
Grapevine is the popular name for informal or unofficial communication, which is an important part of organizational communication that exists in every organization big or small.

The name originated from an action of intelligence during civil war of U.S.A. During the political disturbance, intelligence telegraph lines were hang to trees in the form of grapevine to transmit messages instantly. Often wrong messages and rumours were communicated. Thus any rumour spread through this system was called grapevine.

### 10.6.1. Types of grapevine :

Grapevine does not work on standard principles, therefore can take any pattern, form or shape in its flow. On the basis of involvement of communicators and spread of message it can be of different types : They are :

- a/. chain
- b/. gossip
- c/. probability
- d/. cluster
- a/. chain**

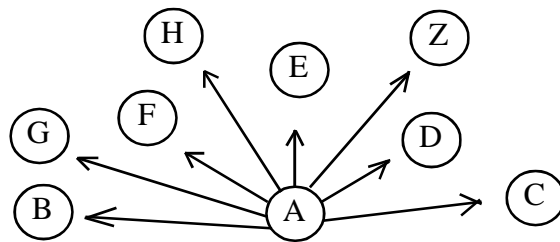


CHAIN

(Each tells one another)

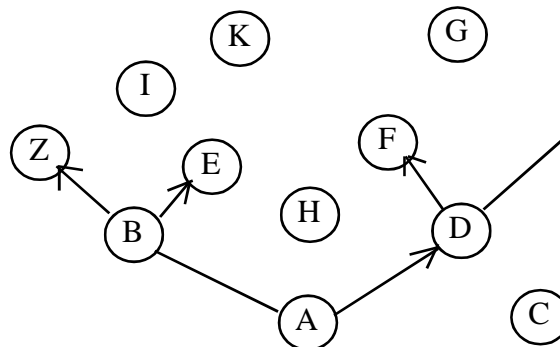
In this case, communication passes through a single line. For ex : A communicates a message to B and B transmits to C and C to D and continues till the message becomes outdated or faded. In this pattern, message cannot be received, retained and transmitted to other person exactly. By the time it reaches to the last person in the chain it might be largely edited or deviated from the original message.

**b/. Gossip**



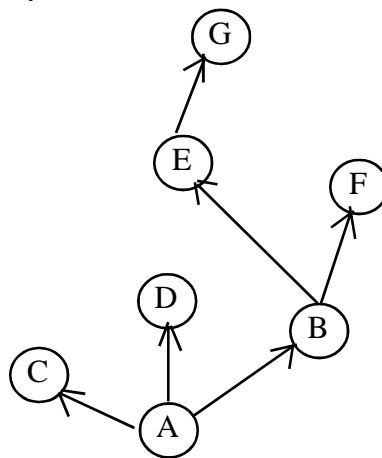
In Gossip grapevine, information is communicated, one individual tells all on non-selective basis. It does not contain essential information. In this pattern, communication reaches large group of persons, but when the size of the group expands, the information becomes diluted. It is a common mode of communication among the members of an organization.

**c/. probability**



In probability, Information is communicated, one individual tells other individuals randomly according to the law of probability.

**d/. cluster**



In cluster the informant shares the message with other selectively i.e. to persons whom he trusts. They again communicate with different groups. Grapevine is more popular in the form of cluster than other types.

### **10.6.2. How to use the grapevine effectively :**

Informal communication or grapevine can both harm or help the organization. Since grapevine is spontaneous it is useless to curb its growth. The management has to try to control or channelise it properly.

1. The management should follow the open communication policy to prevent the spreading of rumours.
2. If there is false rumor, management should immediately contradict it through proper written notice or circular.
3. Workers should be encouraged to participate in decision making process. With this rumours can be effectively encountered.
4. To spread information staff meetings can be convened at regular intervals.
5. If conduction of staff meeting is not possible, departmental head's meetings should be conducted and it should be ensured that information spreads through them effectively.
6. To spread information among employees, management can contact active members of the various groups who should be informed accurately and adequately.
7. The informal communications can betterly be used to communicate the reaction and response of employees, therefore it should be used to feel the pulse of the employees in specific situations.

### **10.7. Rumours**

Rumours are the false and fabricated messages, structured on baseless and biased assumptions, which are orally spread among the members of the organization. These are modified and coloured according to the interests of members who transmit it. These rumours can carry sorry as well as gloomy picture, filled with sensational news and distorted faces. Rumours whether positive or negative – spoil the image of the institution and create panky among members of the organization. Therefore management should check it with open and free communication and transparent operations.

### **Precautions to the taken by the management to prevent and check rumours :**

Management should have a watch on rumours and prevent their spread before they start flowing. Otherwise it causes great damage to the organization.

1. It is necessary to prevent entry of rumours into the grapevine and people are to be educated in this regard.
2. It is very important to detect the source of rumour and check it.
3. If the management is participating with transparency in its activities, rumours can be reduced to minimum level. When every thing is confidential, members try to assume it and pass rumours.
4. Management should observe the rumours and explain real facts. It should educate members about false message and a fact.

5. Usually those members who are not satisfied, spread rumours, If such gaps are identified and tackled in time, rumours can be reduced.
6. It is always advisable to provide basic and necessary information as adequately as possible to clear off all doubts in the minds of the employees. If necessary, the management should explain directly to the employees to prevent the spreading of rumours. Frequent meetings, good interpersonal relations, healthy work environment, democratic management etc., can check the spread of rumours in an organization.

### 10.8. Summary

Task related communication links are formed in an organization, called communication networks with in a department or intra-departmental. They are wheel network a typical formal communication, chain network communication, the vertical form, circle is like a task form or a committee and all channel network is informal communication. Networks have negative and positive impact on organization structure.

Communication channels are of two types, formal and informal. Formal channel connects the positions in the organizations and is created officially. Informal channel is among employees to satisfy their personal, social and emotional needs. Grapevine, an important mode of informal communication. If it is carefully handled, the management and personnel can enjoy certain benefits from it. It may be in the form of cluster, chain or gossip. Grapevine is to be separated from rumour because rumour is a dangerous form of communication in an organization which is baseless and on several occasions it is false information.

### 10.9. Model Questions

1. What is communication network ?
2. What is informal communication ?
3. What is grapevine ?
4. Differentiate between grapevine and rumour.
5. Discuss various types of grapevine, advantages and disadvantages, How can it be made effective ?
6. What are the various channels of communication ? Write detailed notes on the importance, advantages and limitations of any one of them.
7. How does the grapevine operate in an organization ? How can it's harmful effects be controlled?
8. What are the communication networks ? How can they influence the organization ?

**10.10. Reference Books.**

1. R.C. Sarma & Krishna Mohan: Business correspondence and Report writing: TATA MC Graw – Hill publishing company limited – New Delhi – 2005
2. Sudhakar. R & Others: Telugu Academy: Business correspondence and Report writing. Hyderabad – 2002.
3. V.B.M. Das & Others : Business correspondence and Report writing – Kalyani publishers, New Delhi – 2002.
4. Varinder Kumar & Bodh Raj: Business correspondence and Report writing. Kalyani publishers: New Delhi.
5. R.C. Sharma, Krishna Mohan: Business correspondance and Report writing.

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F F F

## Lesson 11

# Reports and House Journals

### 11.0 Objectives:

This lesson enables you to gain familiarity with

- ✧ Report concept, meaning and features
- ✧ Objectives and importance of reports
- ✧ Functions of reports
- ✧ Types of reports
- ✧ House journals

### Structure:

- 11.1: Introduction
- 11.2: Concept and meaning of a report
- 11.3: Features of a report
- 11.4: Objectives of a report
- 11.5: Essentials of a good report
- 11.6: Importance of reports
- 11.7: Functions of reports
- 11.8: Types of reports
- 11.9: House journals
- 11.10: Summary
- 11.11: Key words
- 11.12: Self-Assessment Questions
- 11.13: Further Readings

### 11.1: Introduction:

Information plays pivotal role in running any kind of business activity. Managers at all levels require information to take decisions and help others to take decisions as well. For example a Chief Executive Officer of an organization require information from almost all departments if he wants to consider the expansion of the existing capacity of the unit. Similarly he may require information to motivate employees, schedule working hours, or solve customer complaints. Such information needs to be sent in the form of reports. In this lesson, we study in detail about the reports, their features, importance, functions and types. Further a brief note is also given on house journals.

### 11.2: Concept and meaning of a report:

Report is a form of written or oral communication. It consists of elaborate details. It presents information in support of a specific purpose. Though some reports are given orally, many are presented in written form. An individual and a team of members can develop report.

The term report is derived from a Latin word "Reportare" which mean 'to carry back'. Thus a report brings back the issues existing or happened, to the notice of managers in the form of description and analysis of related facts.

According to C.A.Brown, "A report is a communication from some one who has information, to some one who wants to use that information"

Thus a report is a form of communication, prepared to present specific information in a systematic and analytical way using facts and information to draw conclusions and recommend suggestions to satisfy pre-determined objectives to an authorized person.

Like any type of communication medium, report is only as effective as the person designing and writing it. Since managers have many opportunities to write and submit reports in their career, they have to develop skills to write good reports.

### 11.3: Features of a report:

The following are the important features of a report.

1. A report is primarily a formal *written or oral communication* prepared to convey specific information to a group of persons or an individual who is authorized to receive it.
2. It is *analytical and descriptive in nature*. It consists of systematically processed data along with pictures, illustrations, tables, graphs etc to make the receiver understand easily.
3. A report is generally *prepared based on certain good writing principles*.
4. Irrespective of the size, all reports are *homogenous in framework* and objectives.
5. Report is *supply of systematically arranged and analyzed information* to the desired person or persons. It is not an exchange of information and feedback plays no significant role.
6. Generally, *reports are prepared in exhaustive manner*. A reporter collects data, consults different experts, refers books and records, processes the data and then writes a report.

7. Reports are also *descriptive in nature*. Feelings and emotions of the writer are not included in a written report.

#### 11.4: Objectives of a report:

Generally, reports are prepared with the following objectives:

1. The main objective of a report is *to communicate the facts* in an elaborated way to those who are authorized to receive it.
2. A report is also aims at *presenting more reliable and factual information* without giving scope for personal bias or emotions.
3. Another objective of a report is its *effectiveness*. An effective report bases on analytical approach.
4. Based on the processed data, *drawing conclusions and inferences and making suggestions* are also among the objectives of a report.
5. *Logical appearance* of information is another objective of a report.

#### 11.5: Essentials of a good report:

A good report should have the following qualifications or qualities.

1. **Facts:** A report with facts is said to be a good one. It should be developed on the basis of facts which the writer may agree or not and the ideas with which his opinion coincides or not.
2. **Clarity:** A good report should be free from doubts, confusion and misunderstanding. Thus, clarity is the basic requirement of the report.
3. **Accuracy:** The information in the report should be correct and exact. A report based on inaccurate data and information is useless and sometimes may prove dangerous. Accuracy in report analysis can be tested with some statistical tools.
4. **Simple and direct:** A good report is always simple and direct in its style. Unnecessary jargons and irrelevant matters should not be part of the report. Language should be simple and free from complex sentences, phrases and long statements.
5. **Coherence:** A report consists of different elements like data, facts, information, ideas, objectives, analysis, findings, conclusions, suggestions or recommendations etc. All the items are to be presented in a systematic and logical fashion to prepare a meaningful and good report. Every element is to be linked to each other with logical connections. In the absence of coherence, the report becomes meaningless and useless.
6. **Relevance:** Unnecessary and bulky matter with good writing skills is of no use. The matter in the report should be relevant and minimum in size. Irrelevant information makes the report ineffective as it causes confusion and leads to misleading conclusions.
7. **Attractive:** A good report should attract the person or persons whom it aims at. The reader should be attracted to read the report completely and interestingly. It means that



the report should be at par with the understanding level and absorption capacity of the reader.

8. **Practical recommendations:** A good report should consist of practical recommendations. Vague or impractical recommendations make the report useless. Recommendations in the report should be practicable, suitable and easy to implement or achieve.
9. **Absence of personal opinion:** Writer's personal opinion should not be a part in the report. In case when facts are not available on certain issues, then the writer may rely on expert opinion or consolidated group opinion.

### 11.6: Importance of Reports:

Reports in business organizations are inevitable. We cannot dare to think any business organization running without reports. These are most widely used communication techniques of modern business. They serve various purposes to the users. They are given as follows:

1. **Helps in decision-making:** A suitable and informative report may help a manager to make effective and timely decision. A report consists of information relating to pros and cons of each and every alternative and thus facilitates the manager to select the best one.
2. **Help in policymaking:** Reports help policy makers to frame policies on certain important aspects. Reports guide them to draft good policies.
3. **Work as best input:** It is felt that for running business or industry efficiently the skill of report writing is as necessary as good equipment and quality raw material. Many entrepreneurs believe that for smooth running of a business reports are essential as basic inputs.
4. **Helps in executing managerial functions:** Report works as a strategic element to execute managerial functions such as planning, organizing, staffing, leading, and controlling. Without relevant reports, we cannot think of execution of any managerial function at any stage.
5. **Help in understanding the market:** Reports relating to consumers' opinions, competitors' strengths etc. help the organization to understand the exact market position. Decisions relating to many marketing related aspects can be taken based on the relevant reports.
6. **Helps in handling critical situations:** In case of critical situations, the organization may appoint an expert committee to study the situation and submit a report with its recommendations and observations. These reports and their recommendations help the management to move in a right direction and come across critical situations.
7. **Help in evaluation:** Reports help in evaluating many activities, performance etc., in different situations.
8. **Work as valuable source:** Good reports help the organization in many ways. They help in identifying gaps in thinking and gaps in functioning.

### 11.7: Functions of reports:

Reports perform the following functions:

1. **Control:** To manage and control the organization, managers may ask for reports. For example, many automobile manufacturers use inspection and test reports to manage and control the quality and efficiency of automobile production. Through this type of progress reporting a manufacturer is immediately made aware of problems, and can stop production until corrections are made and quality is ensured.
2. **Inform:** Many reports are used strictly to report raw data or information without any accompanying analysis or interpretation. Such reports are called informative reports. When authorities are most interested in data, and less interested on the opinions and results these types of reports are required.
3. **Analyze:** Reports with analysis are called analytical reports. They help uninformed or inexperienced readers understand technical data.
4. **Persuade:** Reports can also change attitudes or to motivate the reader or receiver to action. A report writer ability to influence upper management depends on his colleagues, his superiors, and his level of access to those people. Persuasive reports offer an excellent opportunity for demonstrating the report writer's ideas and plans to superiors.

### 11.8: Types of reports:

There are many types of reports based on their nature, context, mode of preparation, need, the writer and the receiver, duration etc. They may be different in their style, tone, form and size. A report may be small running one or two pages or big running in hundreds of pages. Thus the scope of reports is very wide and any written or oral communication with the features of report can be listed under the category of reports. Here, we discuss about only business reports as part of our lesson objective.

The following are various types of business reports.

**1. Memos:** One of the primary forms of communicating internally in an organization is the memo. A memo is a type of report that can be used for many purposes, but is commonly used for informal and short messages. A personalized message on a notice board is also a memo. In other words, memos are used for general, public information within the organization or department. For example, through a memo the organization may ask the employees to provide information on an upcoming organization sports meet. Similarly, a memo can also be used to congratulate an individual employee for his better performance in attaining the target fixed.

**2. Progress reports:** A progress report provides up-to-date information about a major project. It is also known as status report. For example marketing companies use progress reports to report on supply and demand issues, and sales managers use progress reports to report on increases or decreases in sales. The progress report usually includes information about what has been accomplished since the last report, any problems that have developed, budget information, and projected completion dates. The progress report should be short and direct, to allow readers to learn the progress of a project quickly.

The *exception report* is a special type of progress report. It informs a supervisor about deviation from normal operations. When something happens in contrary to expected production or policies, an exception report conveys information about the change, and gives suggestions for handling the change, or requests for instruction.

**3. Justification reports:** A justification report proposes a change in procedure, policy or company plan. This report is used to justify reasons for the proposed change. This report starts with justification or reasoning for change and closes with a request for action.

A *feasibility report* is a specific justification report. In this report, the reasoning is not simply mentioned, but is researched and analyzed. This report analyses a project that is under consideration and makes recommendations about the possible success or failure of that project.

**4. Compliance reports:** Business organizations doing business with government agencies need to send compliance reports mentioning that the organization is complying with government regulations. The compliance reports require little data analysis and report simply the necessary data to the government agency. The agency generally provides the guidelines for preparation of the report.

5. **Policies and procedures:** Policies are general statements or understandings, which guide in decision-making. These are guidelines and built into the organizational hierarchy.

Procedures are plans that establish a required method of handling future activities. They deal with the exact manner in which certain activities must be accomplished.

6. **Minutes:** Minutes are official records of a meeting. These can be helpful for legal purposes. Minutes are a point-by-point account of the business meeting and are helpful for those unable to attend a meeting. They are also useful for reminding those who were at the meeting of specific issues that were covered.
7. **Annual reports:** Companies issue annual reports to shareholders, security analysts, employees, customers, suppliers, and often the general public. The main purpose an annual report is to provide up-to-date information and create favourable impression among the key audiences. Indian Companies Act provides guidelines for preparing annual reports. Companies release these reports every year after duly audited by chartered accountants.

### 11.9: House Journals:

House journals are the periodicals or magazines of an organization. They are meant for internal distribution i.e. for their employees. Normally, every company used to release house journals in its own style. Some may prepare a journal for every month, others may prepare for every six months and some others may prepare journal for every year. Further, a house journal varies from a simple folded sheet to a well-produced magazine with photographs and design works.

A house journal is one of the best means to communicate with all the employees in the organization. Each employee can go through this sort of company magazine and can know about the company extensively. Generally, a committee is appointed to look after the data collection, printing and release of the journal within the stipulated time.

A house journal in the form of company news contains—activities of the company, new products, achievements, awards of employees and company, information about family events like births, marriages and deaths, picnics, sports meets, cultural activities etc. Employees' contributions in the form of articles, poems etc., are also become part of a house journal. Similarly, separate sections for different language employees, women and children are also seen in these journals. Visit of prominent people to the company, employees training programmes, company welfare activities, list of holidays, residential addresses of employees with phone numbers etc., are also found place in house journals.

Through the house journal the company encourages its employees to participate in company extra curricular activities by holding competitions and contests. The incentive of prizes and the opportunity to publish one's writing attracts many people to take part house journal activity. This kind of collective activity creates a sense of oneness. There is also a sense of pride in having and contributing to one's own company's magazine. It creates unity and togetherness among different departments of the organization.

Thus, a house journal is an informal magazine published by an organization with the contributions of the company and employees and meant for internal distribution. For this purpose companies generally allocate funds every year in their budgets.

### **11.10: Summary:**

Reports play important role in any business organization. A report brings back the issues existing, to the notice of managers in the form of description and analysis of related facts. Reports have certain general features like – written or oral communication, analytical and descriptive in nature, systematically arranged information. Reports are prepared to communicate facts elaborately, to present more reliable and factual information, to draw meaningful conclusions and to give useful suggestions. A good report should have facts, clarity, accuracy, relevance, and coherence etc., qualities.

Reports help in decision-making, policymaking, executing managerial functions and many more activities. Further, reports perform various functions viz., control, inform, analyze and persuade. Thus, the importance of reports in business organizations is very high.

Reports are of various types viz., memos, progress reports, justification reports, compliance reports, policies and procedures, minutes and annual reports. According to the situation each type of report is useful to the organization.

House journals are the periodicals or magazines for an organization meant for internal distribution. They consist of many matters relating to the company and its employees.

**11.11: Key Words:**

**Report** --- A form of communication, prepared to present specific information in a systematic and analytical way using facts and information.

**Memo** --- A type of report commonly used for informal and short messages.

**Exception report** --- It informs a supervisor about deviations from normal operations.

**Feasibility report** --- It makes recommendations about the possible success or failure of a project.

**House journal** --- A magazine of company meant for internal distribution.

**11.12: Self-Assessment Questions:****Very short questions:**

1. What is a report?
2. What are the objectives of a report?
3. What is a house journal?

**Short questions:**

1. What do you mean by a report? Explain its features.
2. What functions reports perform?

**Essay questions:**

1. Bring out the essentials of a good report.
2. How reports are important to a business organization?
3. Explain various types of business reports.

**11.13: Further Readings:**

1. V.Balamohandas and C.Satyadevi, "Business Correspondence and Report Writing", Kalyani Publishers, Ludhiana, 2005.
2. O'Hair and others, "Business Communication – A framework for success", South-Western College Publishing, 2001.
3. Rai and Rai, "Business Communication", Himalaya Publishing House, Mumbai.

**Dr. R. JAYAPRAKASH REDDY**

## Lesson 12

# Barriers to Communication

### 12.0 Objectives:

This lesson enables you gain familiarity with

- ✧ Barriers to Communication
- ✧ Guidelines for effective Communication
- ✧ Techniques of Communication

### Structure:

**12.1: Introduction**

**12.2: Definition and meaning**

**12.3: Importance of Communication**

**12.4: Barriers to Communication**

**12.5: Guidelines for effective Communication**

**12.6: Techniques for effective Communication**

**12.7: Summary**

**12.8: Key Words**

**12.9: Self-Assessment Questions**

**12.10: Further Readings**

### 12.1: Introduction:

Communication, in any business organization, plays important role. Improper communication may cost heavy to the organization. It is no exaggeration to say that communication is the means by which organization activity is unified. Timely and good communication leads any organization to prosper. That is why, in the modern business world, communication dominates other functions in management. A manager with good communication skills can deliver goods to the organization easily and effectively.

In this backdrop, we try to explain the importance of communication along with the barriers to communication. Further, guidelines for effective communication and techniques are discussed.

## **12.2: Definition and Meaning:**

According to W.H.Newman and C.E.Summer, "Communication is an exchange of facts, ideas, opinions, or emotions by two or more persons".

According to R.Bellows and others, "Communication is an intercourse by words, letters, symbols, or messages; and a way that one organization member shares meaning and understanding with another".

This communication is viewed, as the transfer of information from one person to the other and that must be understandable to the receiver.

## **12.3: Importance of Communication:**

Whether it is a business organization or any other type of organization, the transfer of information from one person to the other is absolutely essential. It is the means by which behaviour is modified, change is affected, information is made productive and goals are achieved. Only through communication people are linked together in the organization in order to achieve a central purpose. In a broader sense communication is to effect change or to influence action in the betterment of any organization. To take decisions manager require information. A communication gap creates chaos or confusion or misunderstanding in the organization. Therefore, effective communication is a must to ay organization to flourish.

## **12.4: Barriers to Communication:**

Many a times managers say something and the subordinates understand different thing. This distortion may be due to some barriers or breakdowns in communication. That is why managers often feel it as one of their important problems. For example, poor planning may be the cause of uncertainty about the direction of the firm. Similarly, a poorly designed organization structure may not clearly communicate organizational relationships. Barriers can exist in the sender, in the transmission of the message, in the receiver, or in the feedback. Specific communication barriers are discussed here.

**12.4.1: Lack of planning:** Good communication does not happen by chance. Too often people start talking and writing without first thinking, planning and starting the purpose of message. But, giving the reasons for a directive selecting the most appropriate channel and choosing proper timing can greatly improve understanding and reduce resistance to change

**12.4.2: Unclarified assumptions:** Excommunicated assumptions sometimes create the problem of proper understanding. If the assumptions of the message sender and the receiver are not the same, the communication will fail and leads to confusion.

**12.4.3: Semantic distortion:** Sometimes the words in communication may be ambiguous. An advertisement that states "we sell cheaply" gives scope for question like how cheap? It is called semantic distortion and words as a barrier to effective communication.

**12.4.4: Poorly expressed messages:** Poorly expressed messages lose their validity, no matter how clear the idea in the mind of the sender of communication. Poorly chosen words, omissions, lack of coherence, poor organization of ideas, awkward sentence structure, platitudes, unnecessary jargon, and a failure to clarify the implications of the message may make the communication lifeless.

**12.4.5: International environment:** Communication in the international environment becomes even more difficult because of different languages and cultures. Sometimes translating advertising slogans is very risky. Similarly colours have different meaning in various cultures. Therefore, to overcome communication barriers in the international environment, the companies should take variety of steps.

**12.4.6: Loss by transmission and poor retention:** In a series of transmissions from one person to the next, the message becomes less and less accurate. Poor retention of information is another serious problem. Thus, the necessity of repeating the message and using several channels is rather obvious. Consequently, companies often use more than one channel to communicate the same message.

**12.4.7: Poor listening and premature evaluation:** There are many talkers but few listeners. Listeners demand full attention and self-discipline. It also requires that the listener avoid premature evaluation of what another person has to say. Listening without making hasty judgments can make the whole enterprise more effective and more efficient. For, example, sympathetic listening can result in better personnel management relations and greater understanding among managers.

**12.4.8: Impersonal communication:** Effective communication is more than simply transmitting information to employees. It requires face-to-face communication in an environment of openness and trust. Sometimes superiors may not be willing for this type of communication. Such informal gatherings, without status trappings or a formal authority base, may be threatening to a top executive, but the risks involved are comparatively less than the benefits that better communication can bring.

**12.4.9: Distrust, threat, and fear:** Distrust, threat and fear degrade or undermine communication. In a climate containing these forces, any message will be viewed with doubt. These should be eliminated for effective communication.

**12.4.10: Insufficient time for adjustment to change:** The purpose of communication is to effect change that may seriously concern employees, Change affect people in different ways, and it may take time to think through the full meaning of a message. Consequently, for maximum efficiency, it is important not to force change before people can adjust to its implications.

**12.4.11: Information overload:** Getting more information is called information overload. More and unrestricted information flow would not help people overcome communication problems. People may respond to information overload in various ways. *First*, they may disregard certain information. A person getting too much mail (information) may ignore letters that should be answered. *Second*, people make errors in processing too much



information. *Third*, people may delay processing information (sometimes necessary) pay attention first to matters that are easy to handle, and perhaps critical messages are ignored. *Finally*, because of overload, people escape from the task of communication. Therefore, for effective communication information should not be overloaded at any level in the organization.

**12.4.12: Communication media:** Communication media are the systems or carriers that take messages to various people within and outside the organization. Communication media include letters, reports, memoranda, conversation, speeches, telephones, computers, and fax machines. The manager should use the correct media for effective communication according to the given situation. For example, some employees use the telephone for communicating bad news when a face-to-face meeting would be a better choice. Similarly, for direct messages, e-mail is highly effective.

**12.4.13: Feedback:** Feedback is the response that a receiver of communication makes to the sender. It is a critical component of the communication process. Only through feedback can communicators know that their messages were received and understood. A lack of feedback can be a serious barrier to effective communication.

**12.4.14: Other communication barriers:** Besides the abovementioned barriers to effective communication, there are some other barriers. In selective perception people tend to perceive what they expect to perceive. It means that they hear what they want to hear and ignore other relevant information. Similarly, the influence of attitude, the differences in status and power and the levels in the organization may also sometimes work as barriers to communication.

## 12.5: Guidelines for effective communication:

Effective communication is the responsibility of all persons in the organization, managers as well as non-managers, who work toward a common aim. The following guidelines can help overcome the barriers to communication.

1. Senders of messages must clearly understand the purpose of the message before it is being sent.
2. Encoding and decoding be done with symbols that are familiar to the sender and the receiver of the message.
3. The planning of the communication should be done in consultation with other involving people.
4. The needs of the receivers of the information should be considered.
5. The tone of the voice, the choice of language, and the congruency between what is said and how it is said influence the reactions of the receiver of the message. Therefore, sufficient care should be taken by the sender of the message in regard to these aspects while sending the message.
6. Communication is complete only when the receiver understands the message. This can be known through feedback. Therefore, feedback makes communication effective.

7. Communication is more than transmitting information. So it is important to understand the emotions of the receiver of the message.
8. Effective communication is the responsibility not only of the sender but also of the receiver of the information. Thus, listening is an aspect to be considered and observed by the receiver of the message.

### **12.6: Techniques for effective communication:**

Unnecessary messages in an organization are costly. Therefore, passing of required information with effectiveness is important. Koontz and O'Donnell have developed some techniques for this purpose. Let us discuss about them.

**12.6.1: Choice of presentation:** Managers can choose presenting information in narrative, statistical or graphic form. Understanding information in these forms is easy than in the form of long text.

**12.6.2: Electronic data processing and reporting:** For the purpose of processing and reporting, manager can take the help of computers. Latest processing and presentation techniques on a computer give immense help to the manager in communicating effectively.

**12.6.3: Cross-wise communication:** Along with vertical or horizontal channels of communication, managers can encourage cross-wise communication for speed and better understanding. Downward and upward communication takes long time and also the quality of understanding is inferior.

**12.6.4: Orientation:** For new employees, orientation on the objectives, structure and authority relationships in the organization help a lot for proper understanding of the future communications.

### **12.7: Summary:**

Communication is a vital part in any organizational structure. It is an exchange of facts, ideas, opinions, or emotions by two or more persons. It is the means by which human behaviour is modified. Thus, communication plays important role in the organization. Effective communication helps managers to make the organization grow fastly. However, there are some barriers to communication. If certain guidelines are followed, those barriers can be come across. There are also certain techniques for effective communication.

### **12.8: Key Words:**

**Communication:** It is an exchange of facts, ideas, opinions, or emotions by two or more persons.

**Semantic distortion:** Ambiguous words in a sentence without clear meaning.

**12.9: Self-Assessment Questions:****Very short questions:**

1. Define Communication.
2. What is Communication?

**Short questions:**

1. Explain the importance of Communication.
2. What are the techniques for effective Communication?

**Essay questions:**

1. Write about various barriers to Communication.
2. Give some guidelines for effective Communication.

**12.10: Further Readings:**

1. M.Balasubramaniam, Business Communications, Vikas Publishing House, Mumbai.
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## Lesson 13

# Channels of Communication

### 13.0 Objectives:

This lesson enables you gain familiarity with

- ☆ Different Channels of Communication
- ☆ Vertical Communication
- ☆ Downward Communication
- ☆ Upward Communication
- ☆ Horizontal or lateral Communication
- ☆ Crosswise or Diagonal Communication

### Structure:

#### 13.1: Introduction

#### 13.2: Vertical Communication

##### 13.21: Downward Communication

###### 13.211: Types of Downward Communication

###### 13.212: Limitations of Downward Communication

###### 13.213: Making Downward Communication Effective

##### 13.22: Upward Communication

###### 13.221: Voluntary Communication

###### 13.222: Feedback Communication

###### 13.223: Limitations of Upward Communication

###### 13.224: Making the Upward Communication Effective

###### 13.225: Upward Vs. Downward Communication

#### 13.3: Horizontal or Lateral Communication

##### 13.31: Ways of Horizontal Communication

#### 13.4: Crosswise or Diagonal Communication

##### 13.41: Features of Crosswise Communication

##### 13.42: Advantages of Crosswise Communication

##### 13.43: Problems of Crosswise Communication

#### 13.5: Summary

#### 13.6: Key Words

**13.7: Self assessment Questions****13.8: Further Readings****13.1: Introduction:**

For an organization to be successful, communication must flow freely through formal and informal channels. In this lesson, we study formal communication network and in the next lesson we discuss about informal communication network or grapevine. In formal communication network, communication may flow vertically, horizontally or crosswise. In vertical communication, it may be downwards or upwards. A detailed discussion about these formal communication channels is done in the following pages.

**13.2: Vertical Communication:**

Vertical communication may flow downward or upward. It flows on the scalar chain of organization chart. Organization is designed with different levels and departments. Communications flows through these channels, which are created by the top authorities to achieve organizational goals. This type of communication flows between superior and subordinate (downward), or between subordinate and superior (upward) in the organization. Let us discuss about them.

**13.2.1: Downward Communication:** Downward communication starts from the top level and reaches to the operational level through middle order in the organization. The downward communication is the busiest communication routes in a complex business organization. In authoritative type of organizations this type of communication is persistent.

Chairman → Chief Executive Officer → Departmental Heads → First Line Supervisors → Foremen → Workers

**13.2.1.1: Types of downward communication:** Downward communication involves messages that travel from superiors to subordinates. The following are the five types of downward messages.

1. **Job instructions messages:** Managers from top level send messages to the subordinates about performing jobs. They give relevant instructions. For example, an e-mail message might ask the subordinate to complete a particular work within a week and report back.
2. **Job rationale messages:** Job rationale messages explain why tasks are performed and how these tasks are related to other activities of the organization. When employees are not properly motivated, these types of messages, mentioning reasons, may motivate them. A message that explains why there must be three copies of a bill – one for the consumer, one for the main office, and one for the future reference – is an example of a job rationale message.
3. **Procedures and policies messages:** These types of messages inform subordinates about their responsibilities, obligations and privileges. A brochure sent to the employees who consist of company procedures and policies is an example of these messages.
4. **Feedback messages:** Feedback messages apprise employees of their performance in the organization. A letter from CEO congratulating employees for last month's excess production is an example of this type message.

5. **Goals and objectives messages:** Managers often send goals and objectives of the organization and appeal the subordinates to work for their achievement. For example, goals and objectives of a new mission may be sent to the subordinates through e-mail.

**13.2.1.2: Limitations of downward communication:** The following are the factors that affect downward communication.

1. **Authoritarian approach:** By its very nature, downward communication is authoritarian, which is not acceptable to the receivers.
2. **Filtering messages:** Filtering of messages may occur in downward communication as they travel down the hierarchy to employees.
3. **Contradictory messages:** Superiors sometimes send contradictory or conflicting messages, which create confusion among subordinates.
4. **Unclear messages:** In downward communication, often unclear and vague messages are sent in a hurry. A request for "highest sales" is an example of vague communication.
5. **Lack of regard:** Sometimes, an upper level executive might criticize the performance of a middle manager in front of the manager's peers and subordinates without regard to his status.
6. **Information overload:** Many instructions with technical words etc may cause information overload. It may cause stress, anxiety and poor productivity.
7. **Insufficient information:** As too much information can overload employees and cause information processing problems, too little information may also adversely affect decision-making or even reduce morale of employees. Such too little downward information may attract rumors to fill the gap.
8. **Lack of trust:** Downward communication is not an effective communication because the superiors do not have trust on the subordinates. When the subordinates are aware of this, it creates communication problems.
9. **Lack of feedback:** Lack of feedback is also another defect in downward communication. In majority of the cases the superiors do not bother about the reaction and feelings of the subordinates. In other cases, due to fear, status gap or respect to authorities, subordinates do not attempt to give a feedback to downward communication.

**13.2.1.3: Making the Downward communication Effective:** By following the following measures, downward communication can be made effective.

1. **Positive attitude:** To make downward communication effective, before drafting and launching communication, superior should develop a positive attitude towards the receiver. Lack of trust on subordinates and underestimating their capabilities spoils the communication.
2. **Give and take attitude:** Superiors should develop give and take attitude and respect the receivers of communication.

3. **Communication links:** Strong communication links throughout the organization works well under downward communication. Employees at the operation level should also get timely and suitable information from their superiors without any delay.
4. **Good planning:** Good planning assures good result. Therefore, for effective downward communication perfect planning is essential and it makes the communication a complete process.
5. **Acknowledgement:** It is always good custom to acknowledge the message received from employee, may be small or important, which enriches the downward channel. Because the employee is confident that his communication reached superior and therefore respects and trusts the communication he receives.

**13.2.2: Upward Communication:** Upward communication is the flow of information or message from lower level employees to upper level employees. Upward communication may be in the form of e-mail, memorandums, conferences, reports, suggestion systems, employee surveys, union publications etc. This type of communication is important because it provides higher management with the information needed for decision-making. It also cultivates employee loyalty by giving employees an opportunity to be heard, to air their grievances, and to offer suggestions. Further, upward communication provides the feedback necessary to let supervisors know whether subordinates received and understood messages that were sent downward. The message from workers at the lowest level of the organization may flow to the chairman at the top level under this communication.

Workers → Formen → Firsr Line Supervisors → Departmental Heads → Chief Executive Officer → Chairman

Upward communication may be viewed as voluntary communication and feedback communication.

**13.2.2.1: Voluntary Communication:** It develops at the operational level due to work needs and personal requirements of the employees. It may take any of the following shape.

1. **Grievances:** When people with different backgrounds, attitudes and cultures work in the organization, development of conflicts and differences are inevitable. To settle such differences, a grievance cell exists in big organizations. Employees are allowed to express their grievances freely.
2. **Complaints:** Sometimes subordinates may not agree with their immediate superiors and a problem of adjustment arise. An upward communication in the form of complaints to the higher level happens in such situations.
3. **Dissatisfaction:** When workers are not satisfied with the working conditions, they express their dissatisfaction to the higher levels through this upward communication.

4. **Suggestions:** If the upward communication channel is strong in the organization, lower level employees are encouraged to flow their ideas to the higher level in the form of suggestions.
5. **Consultation:** When employees work on highly technical jobs or new projects, they continuously interact with their superiors for determining whether they are on right track or not.
6. **Participation:** Under decentralized organization structure, subordinates are encouraged to participate in decision making. The participating employees share their feelings, suggest alternatives and express their opinions about the problem or the task.

**13.2.2.2: Feedback Communication:** In response to the downward communication the employees at the lower level send their answers, feelings or opinions in the form of feedback. This feedback communication arises in the following circumstances.

1. **Reaction of employees:** When management of an organization wants to introduce changes or new rules, it expects reaction from the employees. Sometimes, management may conduct surveys among its employees to know their reactions on certain important matters.
2. **Response to downward communication:** To motivate, guide, direct or control the subordinates, the superiors continuously communicate and in certain cases they expect response from them. This response may be communicated through upward communication.
3. **Avoiding conflicts:** To avoid conflicts among the employees, the superiors continuously interact with them and collect information.
4. **Employee benefits:** Employees are provided with many benefits like special leaves, loans, allowances, perquisites etc. They have to follow upward communication channel to apply and get those benefits from the organization.
5. **Reporting:** Many a times managers are asked to submit reports on various matters. They do this through upward communication.
6. **Explanations:** When some incidents, mistakes, actions, facts etc took place, the subordinates are asked for explanation through enquiry or a memo.
7. **Meetings and Conferences:** Management often conducts meetings and conferences to encourage the employees to participate and open their minds that facilitate upward communication.
8. **Exit Interviews:** It is a common practice to many organizations to conduct exit interviews. The leaving employees freely express their opinions about various aspects of the organization and their views could be used for improvement of the organization.
9. **Open door policy:** Under this, any subordinate can contact the superior at any time and discuss any problem freely. Though this type of upward communication disturbs the normal work of the superior, it removes social and psychological barriers between the superior and the subordinate.



10. **Suggestion box:** It is a popular method in upward communication. Inviting suggestions from the lower level is a healthy feature of an organization. If the employees are convinced and their opinions are valued, the suggestion box method can do wonders.

**13.2.2.3: Limitations of upward communication:** The following are some of the limitations of upward communication.

1. **Communication filters:** Similar to downward communication, in upward communication also the full message may not reach as it is to the higher level. Sometimes the message may completely lose its validity. Introducing decentralization and flat organization structure with less number of managerial levels can reduce communication filters.
2. **Information overload:** In any organization, as the higher-level people are less and lower level people are many, the messages at higher-level receive overloaded information. This disturbs the concentration of policy makers on more important aspects of the organization. Therefore, they purposefully discourage upward communication.
3. **Less interest:** Many a times the superiors may not show interest on what the subordinates are trying to communicate. This is a major hurdle in upward communication.
4. **Fear and respect to superiors:** The fear of losing job or promotion and respect to superiors make the subordinates not to express their opinions on certain issues.
5. **Delay:** In upward communication, the message has to pass through several stages and causes delay. Sometimes delay fail to fulfill the purpose for which employee is intended to communicate with the superiors.
6. **No feedback:** Some managers due to status, ego, negligence, lack of interest etc may not respond to the upward communication made by their subordinates and thus discourages further upward communication in future.

**13.2.2.4: Making the upward communication effective:** Upward communication will be effective if the following steps are taken.

1. **Recognition:** Every member in the organization recognizes the importance of upward communication it works effectively.
2. **Structure:** In a decentralized organization with participative management, the upward communication works well. Steps are to be taken to encourage the habit of free communication from lower level.
3. **Less number of levels:** Upward communication will be effective where levels in hierarchy are less. In such hierarchy every employee is given more or less equal status.
4. **Informal atmosphere:** Effective upward communication requires an environment in which subordinates feel free to communicate. Creation of informal atmosphere helps in this regard.

5. **Effective managers:** If the managers are sensitive and alert to the needs of employees and tactful to gather required and suitable information, the upward communication will be effective.
6. **Feedback:** Prompt and suitable feedback from managers enriches the upward communication.
7. **Ombudsman:** The concept of ombudsman working for redress of employee grievances facilitates easy flow of upward communication. Ombudsman in an organization receives complaints; investigate the problem and tries to solve it with the help of the concerned people in the organization.

**13.2.2.5: Upward Vs. Downward Communication:** Upward and downward communications differ not only in the purposes they serve, but also in the ability of the receiver to access messages. Subordinates do not have the same ability to communicate upward as superiors have to communicate downward. Usually managers are more receptive to upward messages that carry good news. Contrary to this, they are interested in downward communication of sending current policies and procedures.

### 13.3: Horizontal or Lateral communication:

Horizontal communication is the flow of information among peers (equals) within the same work unit. It is often referred to as lateral communication. For example, the information systems department may contact with the accounting department before creating an accounting software the administrative division holds a weekly staff meeting at which three managers exchange information about the status of their operations.

Production Dept.	Marketing Dept.	Finance Dept.
Manager →	Manager →	Manager
Asst. Manager →	Asst. Manager →	Asst. Manager
Supervisor →	Supervisor →	Supervisor
Technician →	Sales men →	Worker

Horizontal communication is important to help coordinate work assignments, share information on plans and activities, negotiate differences, and develop interpersonal support, thereby creating a more conducive work unit. The more that individuals or departments within an organization must interact with each other to accomplish their objectives, the more frequent and intense will be horizontal communication. The most common form of horizontal communication is the *committee meeting*, where most coordination sharing of information, and problem solving take place.

Some organizations do not encourage frequent horizontal communication, except through formal channels (memos, letters). Other organizations depend on lateral messages as means of accomplishing their goals. In many organizations, horizontal communication is the best way to get the job done. People at the same hierarchical level can exchange ideas

and information leading to a more productive work setting. Employees may also communicate with peers and colleagues to pose questions with which they are hesitant to confront their boss, for fear of embarrassment. Horizontal communication is frequently more direct and rapid. When compared to vertical communication, it is less official.

**13.3.1: Ways of Horizontal Communication:** Organizations facilitate horizontal communication in the following ways.

1. Top management can create an atmosphere of open communication that encourages lateral communication among employees.
2. Social activities can serve as a means for getting members of different departments together. Meeting on a social basis might help for subsequent meetings related to organizational activities.
3. Committee meetings help in solving different problems and issues.
4. Quality circles might be formed for the purpose of addressing specific problems faced by the organization.

However, intense competition for scarce resources, lack of trust among co-employees, or concern about job security or promotion can sometimes create barriers to the free flow of horizontal information.

**13.4: Crosswise or Diagonal Communication:** Crosswise or diagonal communication is another form of communication channel works beyond the formal communication channels. It is the exchange of information among employees in different work units who are neither subordinate nor superior to one another. For example, every year a payroll clerk in accounts department sends out a request to all company employees for updated information about the number of exemptions they claim on their tax forms.

Staff specialists use crosswise communications frequently because their responsibilities typically involve many departments within the organization. Because they lack line authority to direct those with whom they communicate, they must often rely on their persuasive skills.

**13.4.1: Features of Crosswise Communication:**

1. It is a natural outcome of human relations in an organizational hierarchy.
2. It is a non-directive and informal in nature and not formed by the policy of top management.
3. It is formed primarily to meet social needs and human requirement of a group.
4. It is not a preplanned and deliberately created channel. It can be formed quickly when need arises and disappears after that.
5. Relations among members in the channel are not clear and they are not permanent.
6. The channel is irregular in nature and is created without any base or reason as in case of vertical channel.

**13.4.2: Advantages of Crosswise Communication:** The following are the advantages of crosswise communication.

1. It is easy to form and simple to windup, as it is not built-up on policy framework of the organization.
2. It is created to meet the basic needs of human relations.
3. It is very easy to transmit any amount of message through this channel.
4. Unlike vertical communication, here information flows very speedily without blocks or delay.
5. Crosswise communication is free from communication filters.
6. If this channel is strong and active, much of the conflicts in the organization are reduced, as members meet and interact to clarify their misunderstandings and communication gaps frequently.

**13.4.3: Problems of Crosswise Communication:** As crosswise communication involves people of different departments, problems persist naturally. The following are some of them.

1. When people of different departments mingle, it may lead to problem of secrecy.
2. Due to informal relations regular work may be disturbed.
3. One department people interfering in another department work may be possible which is not good for the organization.
4. As the communication channel opens and closes quickly no body can be made responsible for any fault.
5. It would not have any legitimate obligations and thus it is less secured.

### **13.5: Summary:**

Communication, in the modern business world, became the prominent managerial function. It flows in different directions in the organization. Communication flows vertically, horizontally and crosswise channels. Vertical flow of information may be downward or upward. Downward communication starts from the top level and reaches to the operational level. Upward communication information flows from operational level to the top level. Upward communication may be voluntary or feedback. There are certain weaknesses in both the forms of communications.

Horizontal communication is the flow of information among peers within same work unit. It is also called as lateral communication. Crosswise or diagonal communication is another form of communication channel. It is the exchange of information among employees in different work units who are neither subordinate nor superior to one another. Crossword communication has certain advantages and problems.

### **13.6: Key Words:**

**Vertical Communication:** Flow of communication on the scholar chain of organization chart.

**Downward Communication:** Flow of communication from top level to operational level.

**Upward Communication:** Flow of communication from operational level to top level.

**Horizontal Communication:** Flow of communication among the peers of different parallel departments.

Crosswise Communication: Flow of communication among employees in different work units irrespective of their levels.

### **13.7: Self-Assessment Questions:**

#### **Very Short Questions:**

1. What is Downward Communication?
2. What is Upward Communication?
3. What is Horizontal Communication?
4. What is Crosswise Communication?
5. Distinguish between Upward Communication and Downward Communication.

#### **Short Questions:**

1. In what forms Downward Communication took place?
2. What are the limitations of Downward Communication?
3. How Voluntary Communication works?
4. What do you mean by Feedback Communication?
5. Bring out the limitations of Upward Communication.
6. How can you make Upward Communication effective?

#### **Essay Questions:**

1. What is Vertical Communication? Explain Upward and Downward Communication channels along with their advantages and limitations.
2. Discuss about Voluntary and Feedback Communications.
3. What is Crosswise Communication? Explain its features, advantages and problems.

### **13.8: Further Readings:**

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Business Communications	13.11	Channels of
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## Lesson 14

# Informal Communication

### 14.0 Objectives:

This lesson enables you to gain familiarity with

- ✧ Meaning of Informal or grapevine communication
- ✧ Features and Advantages of grapevine communication
- ✧ Types and limitations of grapevine communication
- ✧ Rumours in Business organizations

### Structure:

**14.1: Introduction**

**14.2: Informal or grapevine communication - Meaning**

**14.3: Features of grapevine communication**

**14.4: Networks of grapevine communication**

**14.5: Factors determining grapevine communication**

**14.6: Advantages of grapevine communication**

**14.7: Limitations of grapevine communication**

**14.8: Rumours in business organizations**

**14.9: Summary**

**14.10: Key Words**

**14.11: Self-Assessment Questions**

**14.12: Further Readings**

### 14.1: Introduction:

Communication may be formal or informal. Formal communication flows through normal channels of organizational hierarchy. Informal communication as the name denotes, flows outside normal channels. It is also called as grapevine communication. Like formal communication, informal communication also plays important role in all business organizations. Managers use this

channel also in achieving organizational objectives. In this lesson, we discuss about various aspects of informal or grapevine communication. Further, a brief note on rumours is also given.

### **14.2: Informal or grapevine communication - Meaning:**

Informal or grapevine communication is a regular system of communication among employees that occur outside the normal channels of communication, say in a canteen, at a party, at a golf club or even bars after work. The name grapevine originated during the USA civil war. At that time, the intelligence telegraph lines were hung to trees in the form of grapevine, to transmit messages instantly. Often wrong messages and rumours were communicated. Thus any rumour spread through this system was called grapevine. Later, the term grapevine is applied to all unofficial messages and gradually it became the other name for informal communication.

As an informal system of carrying messages, the grapevine is supported almost entirely through oral communication. Many employees find written communication too risky to send through the grapevine. The branches of a grapevine can be found at all levels and in all departments of an organization. For example, a junior assistant in marketing department may have a friend on the grapevine that is a middle manager in the production department. Similarly, this middle manager may have a grapevine partner in finance department.

The grapevine in organizations generally starts with personnel issues. Sensitive information may be leaked by someone who takes a call, makes a copy of a document, or faxes or e-mail. Such newsworthy items as promotions, layoffs, or even changes in dress code policy can quickly become common knowledge through the grapevine. Sometimes employees use the grapevine, as the formal channels are inconvenient, dangerous, or inaccessible.

### **14.3: Features of grapevine communication:**

The following are various features of grapevine communication.

1. The grapevine is basically informal in nature as it flows outside formal channels.
2. It is fast, accurate and carries a lot of information.
3. It gives an indication of employee attitudes and sentiment.
4. It is a common channel of rumours, and travel by clusters or groups.
5. It is the direct outcome of man's natural instinct to share or to communicate feeling instantly.
6. It is the most flexible mode of communication, which can flow into any remote area and get adapted to the conditions.
7. It exists at all levels and departments of the organization.
8. It is most active when change is taking place and when one's need to know or level of fear is highest. For example, during layoffs, plant closings, mergers, acquisitions etc., grapevine speed will be very high.
9. It is a spontaneous, and the information may be inadequate and incomplete.



10. Every person in the grapevine edits, adds, alters the message according to his interest and needs. Thus message in the beginning may not have the same meaning when it reaches to the last person.
11. Irrespective of gender and designation all members in the organization take part in grapevine communication. However, very limited take active part.
12. Intentionally or accidentally, grapevine carries false message rumours in the organization. As the grapevine is free from control and regulation, such rumours may take place.
13. Oral communication is the main medium in grapevine. In exceptional cases members resort to written modes such as letters, e-mails, etc.

#### **14.4: Networks of Grapevine Communication:**

Grapevine communication does not work on any principle, rises spontaneously and takes any shape. In many organizations, communication networks form in places where regular patterns of informal communication flourish. Informal networks are developed and sustained by special relationships that are formed by its members. The following are the common informal networks:

**14.4.1: Advice networks:** They exist in order to exchange information on solving problems or dealing with complex issues.

**14.4.2: Trust networks:** These are formed when their members share sensitive information about the organization or other employees. Members of trust networks use each other as sources of support during critical situations.

**14.4.3: Task networks:** Employees to exchange work-related information use these networks. After the working hours or when employees met outside the organization they generally resort to organization related matters.

**14.4.4: Social networks:** In these networks employees share their interests in politics, recreational activities, sports etc., in canteens, or at public places.

#### **14.5: Factors determining grapevine communication:**

Grapevine communication exists in all organizations irrespective of their nature of working. The active flow of grapevine depends on certain factors. They are as follows:

**14.5.1: Work environment:** When people work in groups automatically grapevine communication creeps in. More than one employee in a room is sufficient for existence of this communication. When there is only one person in a room like a manager, the grapevine communication find diluted.

**14.5.2: Nature of work:** Nature of job determines an individual's participation in the grapevine. When an individual is busy on a machine throughout the day, he may not take part actively in the grapevine. Opposite to this, people in administrative jobs like secretaries, payroll personnel etc., may take part actively in the grapevine.

**14.5.3: Content of the message:** Message in grapevine communication is effective and travels speedily only when it is sensational, latest, thrilling to listen and share, and something of public and common.

**14.5.4: Emotional needs:** All the human beings are subject to emotions like joy, distress, anger etc. These emotions work as fuel to grapevine. When human beings want to express their emotions with others grapevine works. For example, an employee is happy or excited he wants to share his happiness with others. Similarly, a sad man wants somebody to console him.

**14.5.5: Nature and personality of the communicator:** All human beings are not alike both physically and mentally. Some are socially active, some are talkative, and some can listen but cannot share. The grapevine will be activated when talkative and socially active members are more in a group. They spread the message widely because of their nature.

**14.5.6: Response of the group members:** When members in a group are active in transformation of message, grapevine communication moves speedily, otherwise, it ends there itself. Thus, it denotes that grapevine survives only with active participation of members.

**14.5.7: Availability of technology:** Usage of telephones, mobiles and Internet makes the grapevine strengthen. These latest technology based communicators help the individuals to spread the information speedily.

**14.5.8: Autocratic management:** When management is autocratic and authority centralized, the scope for free moment of formal communication is not possible. This stimulates informal or grapevine communication. It is the nature of human beings that if they are suppressed they revolt and if they are denied of formal communication, they try to get it from grapevine.

## 14.6: Advantages of grapevine communication:

Grapevine communication possesses the following advantages:

1. Grapevine communication is *free from restrictions and directions*. It flows freely in any direction, to any level in the organization.
2. Formal communication *links positions of different levels*. It ignores human relations. Grapevine on the other hand, builds human relations irrespective of their level and status.
3. Grapevine *reduces misunderstandings and communication gap* and thus avoids organizational conflicts.
4. Grapevine *facilitates to pass on any type of message* without any restrictions and controls.
5. Grapevine *satisfies emotional and social needs* of employees working in the organization.
6. This communication is *fast and flexible* and reaches to any remote sections and persons of the organization without any barriers. Barriers to formal communication do not work here.
7. It helps as a main source of feedback. *Opinions of employees* at the lower level on company policies and activities *can be known* through this communication.
8. *Management can make use of grapevine to propagate their plan, policies and programmes*. It can also be a ground preparation for launching new ventures and for

introducing drastic changes. Many a times management willfully leaks some information about a policy change and study the feelings of employees through grapevine. Based on the level of resistance, the management tries to modify the policies.

9. Formal communication often leads to communication gaps. Informal communication or *grapevine fills* such *gaps* and supports formal communication.
10. *Grapevine* is a powerful communication channel and *influences almost all the employees* in the organization.

### 14.7: Limitations of grapevine communication

Grapevine communication, though possesses some advantages, it has certain limitations. Further, sometimes this communication may spoil the good atmosphere in the organization and creates doubts among the employees about the organization and its policies. The creators, transporters and receivers of grapevine message are equally responsible for its negative consequences. Therefore, everyone in the organization should be cautious of its movements and consider its limitations while using it. The following are some of such limitations.

1. Grapevine communication is an informal one and travels speedily and reaches any point of the organization at any time. Therefore, the users of this communication should be careful and cautious.
2. As this communication rises spontaneously and moves at any direction and ends at any time, no body can be made responsible for a message like in formal communication.
3. Message in grapevine communication is subject to many additions and deductions as it passes through. Sometimes, the original message may lost its validity or a negative message may come out of it.
4. Grapevine communication is always incomplete and inadequate. The receiver may add something of his own and tries to complete the message. Because of this, there is mistrust on grapevine message.
5. All employees in the organization may not actively participate in the grapevine communication. Due to this reason, rumours frequently inter into the grapevine.

### 14.8: Rumours in business organizations:

Sometimes some members in the organization create false messages and try to spread them in the organization through the channel of grapevine. These are called as rumours. By creating rumours they satisfy their inner feelings. For many, rumours are attractive, sensational and interesting to listen. They may be negative or positive. However, both are dangerous. Rumours spoil the image of the individuals, institutions and effect human relations. As rumours pass though grapevine, the managers should be very careful and distinguish between rumours and grapevine communication. Many a times, rumours appear to be grapevine communication and mislead the managers. Therefore, management should take all possible steps to identify rumours and rumour creators and check them as early as possible and destroy them before they spread to the whole of the organization.

**14.8.1: Precautions to prevent and check rumours:** The following actions help the management to prevent and check the rumours.

1. All employees are to be educated about the entry of rumours into grapevine and its bad effects.
2. All possible steps are to be taken to detect the source of rumours and prevent the rumours if any before they spread the entire organization.
3. Management should try its best to act transparently. This reduces the rumours to the minimum level. When secrets are maintained rumours are bound to rise.
4. When rumours are spread in the organization on an issue, the management should explain the facts to the employees and pacify the rumours as early as possible.
5. Dissatisfied employees generally spread rumours. Management should identify such employees and tackle them, to reduce the rumours.
6. Management should not neglect rumours and their impact. Sometimes the goodwill of the organization may be spoiled. Therefore, management should tackle this issue and check the spread of rumours by arranging frequent meetings with the employees, maintaining good interpersonal relations, creating healthy environment, establishing democratic management system etc.

### **14.9: Summary:**

Informal or grapevine communication flows outside normal channel of communication. It is inevitable and also plays important role in business organizations. It is fast, accurate and carries lot of information. It is the most flexible mode of communication, which can flow into any remote area and get adapted to the conditions. Oral communication is the main medium in grapevine. It has four types of networks viz., advice networks, trust networks, task networks and social networks. Work environment, nature of work, content of the message etc., determine grapevine communication. It has many advantages, and suffers with some limitations.

False messages that creep in grapevine communication are called rumours. They are dangerous and not good to the organization. Therefore, management should take proper steps to prevent rumours or at least to check them to be at minimum level.

### **14.10: Key Words:**

**Grapevine communication:** Another name to informal communication. It flows outside the normal channels of communication.

**Rumours:** False messages in grapevine communication. These are dangerous to the organization.

### **14.11: Self-Assessment Questions:**

#### **Very Short Questions:**

1. What is a grapevine communication?
2. What are the limitations of grapevine communication?

#### **Short Questions:**

1. Explain the features of grapevine communication.
2. What are the various types of informal communication?

3. What do you mean by rumours? How can they be prevented?

**Essay Question:**

1. What is grapevine communication? Explain its features, advantages and limitations.

**14.12: Further Readings:**

1. V.Balamohandas and C. Satyadevi, " Business Correspondence and Report Writing", Kalyani Publishers, Ludhiana, 2005.
2. O' Hair and others, " Business Communication – A framework for success", South-western College Publishing, 2001.

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## Lesson 15

# External Communication

### 15.0 Objectives:

This lesson enables you to gain familiarity with

- ✧ Advertising, its features, objectives and benefits
- ✧ Stages in designing advertising campaign
- ✧ Measuring advertising effectiveness
- ✧ Publicity, Publicity vs. Advertising
- ✧ Evaluation of Publicity programme

### Structure:

#### 15.1: Introduction

#### 15.2: Advertising – Definition

#### 15.3: Features of Advertising

#### 15.4: Objectives of Advertising

#### 15.5: Benefits of Advertising

#### 15.6: Criticism on Advertising

#### 15.7: Advertising Campaign

##### 15.7.1: Stages in advertising campaign

#### 15.8: Publicity – Definitions

#### 15.9: Publicity vs. Advertising

#### 15.10: Setting budget for Publicity

#### 15.11: Evaluating the Publicity programme

#### 15.12: Summary

#### 15.13: Key Words

#### 15.14: Self-Assessment Questions

#### 15.5: Further Readings

### 15.1: Introduction:

In the earlier lessons we have discussed about internal communication, whether formal or informal. Now in this lesson let us discuss about external communication concentrating on Advertising and Publicity. Like internal communication, external communication also plays important role in business organizations. This is popularly known as corporate communication.

Through this, the company tries to tell the world about itself and its products. There are various ways of communicating to the external world like advertising, publicity, employee communications, investor relations, government relations, crisis management etc. In this lesson, we will discuss elaborately about advertising and publicity.

### **15.2: Advertising – Definition:**

The word advertising is derived from the Latin word “advertero” which means ‘to turn people’s attention to a specific thing’. Advertising has been defined by different experts. Two of them are given below:

According to American Marketing Association, “any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor. The medium used are print, broadcast and direct”

According to W.J.Stanton, “Advertising consists of all the activities involved in presenting to a group a non-personal, oral or visual, openly sponsored message regarding a product, service, or idea. This message, called an advertisement is disseminated through one or more media and is paid for by the identified sponsor”

Thus, advertising is an art of mass persuasion and it is any form of publicity given to products or services at the expense of the person who wants such publicity for bringing his products and services to the notice of the general public.

### **15.3: Features of Advertising:**

Based on various definitions, advertising consists of the following features:

1. **Non-personal communication:** Advertising is a non-personal mass communication. It reaches large number of potential buyers. It is not delivered by an actual person, nor addressed to a specific person. The communication is speedy and reaches to millions of people in a very short time.
2. **Recorded information:** It is recorded information giving to the potential buyer for his benefit. Advertiser wants the buyer to go through the contents.
3. **Persuading affair:** It persuades buyers about the products advertised. To persuade the buyers the advertiser makes his products buyer-satisfying.
4. **Mass communication:** It is a paid mass communication. It aims at imparting information, developing attitudes and inducing action beneficial to the advertiser in the form of sale of a product or service.
5. **Diverse media:** Advertising may be given in different media such as print, broadcast and direct. News papers, magazines and journals come under print media, T.V and radio come under broadcast, and mails, posters, hoardings, etc come under direct media.
6. **Printed matter and visual effects:** Advertising consists of printed matter or visuals to attract the buyers to buy the product.

### 15.4: Objectives of Advertising:

The main objective of advertising is promotion of the product or service or idea and increase sales. Thus, it contributes to the achievement of overall company objective. However, there are other short term and long term objectives of advertising. They are as follows:

1. to sell the product, service or idea;
2. to create awareness among potential buyers in case of introducing new product;
3. to convince the intermediaries to handle the product;
4. to build brand preference. This makes the intermediaries difficult to sell the substitutes;
5. to make the customers to continue with the use of the product;
6. to make the public aware of changes in marketing strategy like price change, introduction of new model, improvement in the quality of the product etc;
7. to neutralize competitors advertising. When competitors go for continuous or aggressive advertising, it is inevitable to advertise to pacify the impact;
8. to give moral strength to intermediaries by showing that the company is doing its share of promotion; and
9. to extend the product life cycle. Advertising helps to extend any phase of product life cycle.

### 15.5: Benefits of Advertising:

Advertising, in modern times, is the life-breath of any business organisation. It creates demand to the product. Advertising aims at committing the producer, educating the consumer, supplementing the salesmen and links the producer and the consumer. The following are various benefits that an organisation gets through advertising.

**15.5.1: Cheaper prices:** Advertising helps in increase of sales and reduction in prices.

**15.5.2: Consumer awareness:** Through advertising consumers are informed about the features of the product.

**15.5.3: Demand creation:** Advertising, no doubt, creates demand. This in turn helps in increase of sales and creation of goodwill of the company.

**15.5.4: Reduction in distribution expenses:** Advertising helps in sending information on a mass scale. This helps in reducing expenditure on sales promotion staff. It also helps in quicker and wider distribution and thus leads to less distribution costs.

**15.5.5: Quality products:** Advertising ensures the consumers better quality products. The manufacturer wants to maintain his and his products reputation for a longer period. Therefore, consumers can rely on the quality of the products.



**15.5.6: Service to society:** Advertising helps in increasing company profits, share of shareholders, and welfare of the employees and creation of jobs. This is nothing but a service to the society.

**15.5.7: Increase in standard of living:** Advertising about modern products and their use by the general public helps in increase of standard of living.

**15.5.8: Establishing goodwill:** When a company used to produce quality products and creates good image in the market, the advertising adds fuel in establishing goodwill of such company. The created goodwill and brand image result in high sales.

## **15.6: Criticism on Advertising:**

Advertising has been criticized by many people on various grounds. Some have said that the amount spend on advertising is a national waste. Some of the criticisms are given hereunder:

**15.6.1: Exaggeration of the facts:** Many of the advertisements cannot stop simply saying the facts about the products. They exaggerate with a considerable degree of superlatives (the best, the greatest, the finest etc). The prospective buyers are convinced by such superlative descriptions. When facts are exaggerated a degree of untruthfulness is bound to exist. These types of advertisements create confusion among consumers.

**15.6.2: Creation of brand monopolies:** Through advertisements companies create brand images and monopolies. Customers who are habituated to buy certain branded products hesitate to buy new products or substitutes. The companies of branded products take advantage of consumers' weakness and they charge higher price for their products.

**15.6.3: National waste:** Advertising to introduce a really valuable product or service and unknown to the public is justifiable. But most competitive advertising can be treated as a national waste and contributes little or nothing to economic growth.

**15.6.4: Hidden persuasion:** Advertising invisibly persuades the consumers about the product though they cannot afford or do not need. It sneaks into the consumer's mind and secretly manipulates him to do advertiser's will.

**15.6.5: Exploitation of sentiments and emotions:** Some advertisements exploit the sentiments and emotions of public. Some of them are full of sex appeal and some are vulgar, silly and stupid. These lower down the morale of the younger generation.

**15.6.6: Unnecessary and useless advertisements:** Some advertisements give much importance to insignificant product details, minor product differences and unimportant product changes. Some may promote ordinary products, inferior products or even useless products.

## **15.7: Advertising Campaign:**

An advertising campaign is an organized series of advertising messages. In other words, it is an orderly planned effort consisting of related but self-contained and independent advertisements. The series of advertisements used in the campaign must be integrated with the sales promotional efforts and with the activities of the sales force.

Advertising campaign may be a short duration of few days or a long duration of a year. Campaigns may be classified on the basis of area covered, or media used or the purpose of campaign.

Campaigns basically are of two types. One is *pioneering campaigns* and the other is *competitive campaigns*. Pioneering campaigns are used for completely new types of products or completely new uses for the old products. Competitive campaigns, on the other hand stress competitive superiority in their efforts to hold on to the present users and to encroach on competitors by taking some of their customers away from them.

#### **15.7.1: Stages in advertising campaign:**

To develop an advertising campaign several steps or stages are required. However, according to the nature of the product and types of audiences to be reached, the order of stages may change. The major stages in a campaign in general are as follows:

1. Identifying and analyzing the advertising target
2. Defining advertising objectives
3. Creating the advertising platform
4. Determining the advertising cost
5. Selecting the media
6. Creating the advertising message
7. Evaluating the effectiveness of advertising
8. Organizing of advertising campaign

**15.7.11: Identifying and analyzing advertising target:** The advertising target is the group of people toward which advertisements are aimed at. For this purpose complete information about market target- i.e., geographical location of the people, the distribution of age, income, sex, educational level and consumers' attitudes toward advertiser's product and competing products is required. With better knowledge of market target, effective advertising campaign can be developed.

**15.7.12: Determining advertising objectives:** The objectives of advertisement must be specifically and clearly defined in measurable terms such as increase in sales by 10 per cent or increase in firm's market share by 15 per cent. Since objectives give the development of a campaign direction and purpose, advertisers should define the objectives carefully to ensure that the campaign will accomplish what is desired.

**15.7.13: Creating the advertising platform:** An advertising platform consists of the basic issues or selling points that an advertiser wishes to include in the advertising campaign. A single advertisement in an advertising campaign may contain one or more issues in the platform. For example, a two wheeler producer's advertising platform may include economy, speed and comfort. Further, the platform should contain issues which are important to consumers.

**15.7.14: Determining the advertising cost:** The advertiser should keep in view the advertising cost and its effectiveness. In no case the cost exceeds the effectiveness for a given period. Campaign budget should be estimated in advance taking these aspects into consideration.

**15.7.15: Selecting the media:** Selecting the media is an important step in advertising campaign as it costs time, space and money. The principal advertising media include- press or print media (news papers, journals, magazines etc.), direct mail (letters, circulars, folders, booklets, catalogues, house journals, gifts etc.), outdoor media (posters, painted displays, electrical signs, bus posters etc.), and other media (screen slides, films, radio, T.V, etc.). Therefore, the advertiser should focus his attention on media compatibility with advertising objectives, frequency of circulation of the media, cost of media and media compatibility with the desired message.

**15.7.16: Creating the advertising message:** This is also another important stage in advertising campaign. The contents of the message have to be very carefully drafted in the advertisement. Advertisement should contain words, symbols, pictures, illustrations etc. that are meaningful, familiar and attractive to the readers and viewers. The type of media also influences the content and form of the message. For example, effective outdoor displays and short broadcast spot announcements require concise and simple messages, while magazines and news papers require lengthy and detailed explanations.

**15.7.17; Evaluating the effectiveness of advertising:** Evaluating the effectiveness of advertising is required to determine whether proposed advertisements should be used and if they will be how they might be improved; and whether going campaign should be stopped, continued or changed. In accomplishing these purposes, pre-tests and post tests are to be conducted.

**15.7.18: Organizing of advertising campaign:** Advertising jobs can be organized by the company through its own advertisement department or it can be given to general sales department or the company may entrust the work to outside advertising agencies or the company may combine the use of an advertising agency and the company's own department.

## **15.8: Publicity- Definitions:**

Publicity is a component of promotion mix (a component in marketing mix) along with personal selling, advertisement and sales promotion. Many use publicity ad advertisement synonymously. But, these two are components in promotional activity. The following definitions give an idea about publicity.

According to Hillman, Rollic and C.A. Kirpatrik, "Publicity is a means of promoting to the mass market. It is free and is found in the editorial portion of the news media, and relates to important events. The most common types of publicity are news releases (also called press releases), photography and feature stories about the product or service".

According to American Marketing Association, "Publicity is anon personal stimulation of demand for a product, service, or business unit by arranging to have commercially significant

news about it published, broadcast, telecast, or presented on stage that is not paid for by the sponsor”.

From the above definitions, we can say that publicity helps the company in products promotion through various modes and without financial commitment.

### 15.9: Publicity vs. Advertising:

As said earlier, publicity and advertising are different components of promotion. However, publicity can be either complementary or supplementary to advertising. Further, the company has to pay for advertising and need not pay for publicity. The following are the major differences between these two.

<b>Publicity</b>	<b>Advertising</b>
1. Company tries to control the content of Publicity but the <i>medium</i> providing the Coverage is the <i>final determiner of what Is written or said.</i>	1. The <i>advertiser has full control over the message</i> to be sent within legal and media restrictions.
2. <i>Publicity content may be favourable or Unfavourable</i> to the company as it is not Under its control.	2. <i>Advertising content is always favourable</i> to the advertiser.
3. Usually <i>messages</i> received through Publicity <i>are treated as more credible.</i> The medium containing the message is Viewed as authenticating it when it is Reported for its news or entertainment value.	3. <i>Messages</i> through advertisements <i>May not have much credibility.</i>
4. <i>Advertising</i> for products through Conducting events like Cricket, Tennis Etc., <i>can be used for publicity</i> by Creating news items.	4. <i>Publicity can not be used for advertising.</i>

### 15.10 Setting the budget for publicity:

Usually obtaining publicity is under the responsibility of public relations department of the company. Publicity is only a part of the activities involved in public relations. The responsibility of public relations department includes- maintaining good relationships with stockholders, the financial agencies, and the appropriate agencies and government as well as general public.

There is no difference between advertising and publicity as far as theory of budget setting is concerned. The budget should be set on the basis of the estimated appropriate response function. However, in practice, the kinds of publicity-seeking activities are so diverse and the occasion for them and the outcomes of publicity campaigns so difficult to predict. As a result, budgets tend to be set as a percentage of sales (usually a small fraction of 1 per cent). If required, additional budget may be created. Thus, budgeting for publicity is an opportunity based as well as a planned procedure.

### **15.11: Evaluating the Publicity programme:**

The effects of publicity can be studied under two heads. One, communication effects of publicity and the other, sales effects of publicity.

**15.11.1: Communication effects of publicity:** This can be carried out in two ways. One is scrap book and other is tracking study.

**15.11.1.1: Scrap book:** The traditional method of obtaining an evaluation is the scrap book. In this- clippings of all print media materials and a record of all electronic media references or news items are assembled, and the number of resulting exposures estimated.

This method does not result in a precise measurement because it relies on media distribution data rather than on measurements of actual exposures. Further, there is no indication about all the effects of the exposures in terms of awareness or attitude change.

**15.11.1.2: Tracking study:** This method involves measurement of awareness and important dimensions of relevant attitudes toward the brand before and after the campaign. After allowing for the effects of company advertising and competitive marketing efforts, the difference between the before and after measurements is attributed to publicity.

**15.11.2: Sales effects of publicity:** Sales effects of publicity can be measured through conducting surveys, statistical analysis of sales data or carrying out on-line or off-line sales experiments. One of the problems in evaluating sales effects of publicity is the difficulty of getting a usable measurement of the amount of the publicity. In advertising, the rupees spent during a period are the usual measurement used, for publicity; no such measurement is readily available. Using the estimated number of exposures becomes even a less satisfactory measure of the amount of publicity obtained.

### **15.12: Summary:**

Advertising and publicity are among the components of promotion. Any company maintains the external communication through these aspects with the outside world.

Advertising is a paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor. The main objective of advertising is promotion of the product, service or idea. Advertising provides various benefits to the organisation as well as to the consumers. However, some have criticized advertising on certain grounds and felt that it contributes little or nothing to economic growth.

Advertising campaign is an organized series of advertising messages. It has eight stages.

Publicity is a means of promoting to the mass market for a product or service and not paid for by the sponsor. Though publicity and advertising are used synonymously by many, these two are distinct components with major differences.

Like advertising, the publicity budget can be set on the basis of the estimated appropriate response function. However, in practice, the kinds of publicity-seeking activities are so diverse and the occasions for them and the outcomes of publicity campaigns so difficult to predict. Therefore, it requires an opportunity based as well as a planned procedure.

### **15.13: Key Words:**

**Advertising** ----- A paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor.

**Advertising Campaign** ----- An organized series of advertising messages.

**Publicity** ----- It is a non-personal stimulation of demand for a product, service or business unit through different media and is not paid for by the sponsor.

### **15.14: Self-Assessment Questions:**

#### **Very short Questions:**

1. Define Advertising.
2. What is publicity?

#### **Short Questions:**

1. Explain the features of advertising.
2. What are the objectives of advertising?
3. Distinguish between publicity and advertising.

#### **Essay Questions:**

1. What is advertising? What are its advantages? What are the negative aspects of advertising?
2. What do you mean by advertising campaign? Explain various steps involved in it.
3. Define publicity. How can you set budget for publicity? Explain the methods for evaluating publicity programme.

### **15.15: Further Readings:**

1. Philip Kotler, "Marketing Management", Millennium Edition, Prentice-Hall of India Private Limited., New Delhi, 2002.
2. Donald S. Tull and Lynn R. Kahle, "Marketing Management", Macmillan Publishing Company, Singapore, 1990.

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