BUSINESS COMMUNICATION

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PREFACE

Communication is an exciting and truly challenging field of human interaction .It is one of the most fundamental elements of business consisting of five aspects; speaking, listening, writing, reading and non-verbal clues. Communication can be fun as we interact with others by exchanging facts, figures, ideas, emotions and opinions.

Effective communication is very important process in every aspect of life. Nearly 75% of our active time is spent communicating. In this competitive world the students are now being challenged to exhibit their ability to think, write, observe and speak effectively, known as soft skills. Today the communication tools like desktop, PCs, telephones, fax –machines, cable televisions, internet, e-mail, video, conferencing, chat room in the office and homes all have been connected globally. New technologies have emerged and are connecting people anywhere. We see that two types of abilities are at stake and hence in demand. Firstly they are individual abilities, skills in self expression, thinking and communicative personality. Secondly there is a reappraisal system of organizational communication and its preparedness.

The academic discipline of 'Communication' has achieved greater importance in every branch of knowledge and career. This book provides appropriate learning material for the under graduate students of Commerce, Management and BBA-BCA. Although there may be some limitations on account of the syllabus but this book gives a comprehensive coverage of all aspects.

The book runs in 8 chapters. Chapter 1 is designed to provide basic information to business communication like meaning, definition, process or elements, features, importance and barriers to communication and remedies to overcome them. Chapter 2 discusses the methods and channels of communication. Chapter 3 focuses on all soft skills required to be a successful communicator. Chapter 4, 5and 6 discusses about different types of business letters, inquiry letters, sales letters, complaints and collection letters, circular letters, job application letters and other correspondence The last chapter deals with new technologies in business communication. At the end of each chapter questions are given to help you to gauge how well you have learned the material and are able to apply in realistic business scenarios.

We are very grateful to our Publisher Mr. Dattatray Pashte and the staff for extending their support and cooperation in bringing out this book in final shape.

Pune
June 2014.

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Chapter 1

Introduction to Business Communication

1.1 Introduction
1.2 Meaning of Communication
1.3 Definition of Communication
1.4 Nature of Communication
1.5 Scope of Communication
1.6 Process of Communication
1.7 Elements of Communication
1.8 Features of Communication
1.9 Importance of Communication
1.10 Principles of Effective Communication
1.11 7 C's of Communication
1.12 Barriers to Communication and Remedies to overcome them.

1.1 Introduction

Communication occures wherever life exists. The transmission of any meaningful message is communication. It is as natural a phenomenon as existence itself. Whether we recognise it or not, we have no option but to communicate.

Communication is an integral part of human existence. Communication is essentially the ability of one person to make contact with another and to make himself understood. Since man is a social animal, it is vital that he express his feelings and emotions, receive and exchange information.

In our day-to-day life, we spend so much of our time in communicating with people. We convey the thoughts, intentions, facts, ideas and emotions to other person, this is communication. When other person receives it, the effective communication takes place. But if the other person cannot understand it, we consider it miscommunication or distortion. In business also, communication is most important phenomenon, It is through communication, that business can grow, market can expand.

In case of organisations, it becomes even more important as people working in different departments have to achieve common objectives. The working of inter-personal relationships is possible only through communication. Apart from binding its various components internally communication is what links an organisation with the external world. Thus, communication

is regarded as the foundation of a successful organisation. No group can exist without communication.

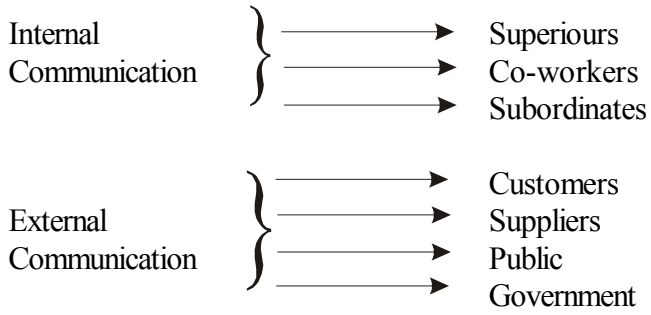
Business Communication is a specialized branch of general communication. Although principles are the same the difference lies in its application.

Generally, every person in business spends 70-75% time in communicating with people. Communication is basic phenomenon that prevades all business interactions. For the success of business, effective communication is most crucial ingredient.

Business Communication is also regarded as process because it is the phenomenon of creating & exchanging messages and is on going changing & continuous process.

"To get the things done " from the people in organization, the communication is essential to carry out all the functions of management - Planning, Organizing, Directing, Integrating, Controlling etc.

Business communication can be internal when it is directed to persons within the organisation such as superiors, co-workers and sub-ordinates. Business communication can be external when directed to customers, suppliers, government, public etc.



Effective internal communication works towards establishing and disseminating of the goals of an enterprise, enolving plans for their achievement, organising human and other resources in an efficient way, selecting, developing and appraising members of the organisation, leading, motivating and encouraging people to put in their best and controlling performance.

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External communication relates an organisation to the environment outside. No enterprise can thrive in a vacuum. It has to be aware of the needs of the customers, the availability of suppliers, regulations of the government and the concers of a community. Only through effective communication can an organisation become an open system interacting with its environment.

1.2 Meaning of Communication

The word "communication" is derived from the Latin Word 'Communis' or 'Communicare' which means common. In its application, it means a common ground of understanding. It is a process of exchange of facts, ideas, opinions and as a means that individuals or organisations share meaning and understanding with one another. In other words, it is the transmission and interacting of facts, ideas, opinions, feelings or attitudes. Communication is an interdisciplinary concept because theoretically, it is approached from various disciplines such as mathematics, accounting, psychology, ecology, linguistic, systems analysis, etymology, cybernetics, auditing etc.

Communication is a process involving the sorting, selecting and sending of symbols in such a way as to help the listener perceive and recreate in his own mind the meaning contained in the mind of the communicator. Communication involves the creation of meaning in the listener, the transfer of information and thousands of potential stimuli. Communication enables us to do important things, to grow, to learn to be aware to ourselves and to adjust to our environment.

1.3 Definitions of Communication

1. American Society of Training Directors : "The interchange of thought or information to bring about mutual understanding and confidence or good human relation."

2. Newman and Summer : "Communication is an exchange of facts, ideas, opinions, or emotions by two or more persons. Communication is also defined as intercourse by words, letters, symbols or messages and as a way that one organisation members shares meaning and understanding with another."

3. Leland Brown : "Communication is the transmission and interchange of facts, ideas, feelings, or course of action."

4. Allea Louis A : "Communication is the sum of all the things one person does when he wants to create understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding."

5. Ordway Tead : "Communicating is a composite of information given and received, of a learning experience in which certain artitudes, knowledge, and skills change, carving with them alterations of behaviour of listening effort by all involved of a sympathetic fresh examination of issues by the communicator himself, of a sensative interacting points of view, leading to higher level of shared understanding and common intention."

6. Bellows, Gilson and Odiorne : "Communication is defined as intercourse by words, letters, symbols or messages and a way that one organisation member shares meaning and understanding with another."

7. George Terry : "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons."

8. John Adair : "Communication is essentially the ability of one person to make contact with another and to make himself or herself understood or if you prefer a slightly more

formal version, communication is the process by which meanings are exchanged between people through the common set of symbols."

9. Koontz and O'Donnell : "The transfger of information from one person to another whether or not it elicits confidence."

1.4 Nature of Communication

Organisations are represented as communication systems. It is a formal process to accomplish the desired common goals. It is an exchange of information between individuals, groups, departments etc. Every organisation has its own sub-systems and there is always infraction, and interface between sub-systems to achieve goals. Communication transmits information and data to the sub-systems as well as to the total system. Management information system operates effectively through communication. It involves information gathering, storage, processing and monitoring.

It includes both present and past information. Communication is a tool and a vital aspect of management process. As a matter of fact, superior - subordinate relationship can exist only with effective and meaningful communication. There must be two parties to the process of communication. The communicator or sender or transmitter of message and the receiver or recipient or listener or reader is another party at the end. The nature of communication is exchange of message and interaction. Communication may be through written or verbal, action, figures or pictures.

The purpose of communication is to make others to understand and act upon is accordingly in the same sence. Communication is effective when the message is share and understood with one another. There can be no communication if the information is not understood by the receiver in the same sense as it was intended to be by the communicator. It need not be necessary in effective communication that the receiver must agree or accept the information. It is sufficient if the information is understood even though information is rejected or disagreement exists.

1.5 Scope of Communication

The scope of communication is very wide and comprehensive. It is a two-way process involving both transmission as well as reception. It is a continuous process of exchange of facts, ideas, feelings, attitudes, opinions, figures and interactions with others. In the process, it uses a set of symbols; symbols may be words, action, pictures or figures. Communication, however, does not mean downward movement of sending directions, orders, instructions etc. It is only one-way communication.

Two-way communication represents movement of communication upward. Internal communication flows in different directions - vertical, horizontal, diagonal and across the organisational structure. Internal communication may be formal and informal. External communication is concerned with transmission of messages outside the organisagtion with Government its departments, customers, dealers, intercorporate bodies general public,

investors etc. External communication promoters goodwill with the public. Internal communication helps in discharge of managerial functions like planning, direction, co-ordination, motivation etc.

The broad policies and objectives flow downward from top management to a lower level. Both written and oral or verbal media can be used to transmit messages. Written media consists of instructions, orders, letters, memos, house journals, posters, bulletins, boards, information racks, handbooks, manuals, annual reports, union publications, etc. Verbal media may consist of face to face conversation, lectures, conferences, meetings, interviews, counselling, public address system telephone, grapevine, etc. Recently, a number of sophisticated communication technologies have emerged, both in oral and written communication on account of technological advancement.

1.6 Process of Communication

The Communication has been defined as process, which is dynamic and ever changing in nature. This process has the following four elements :-

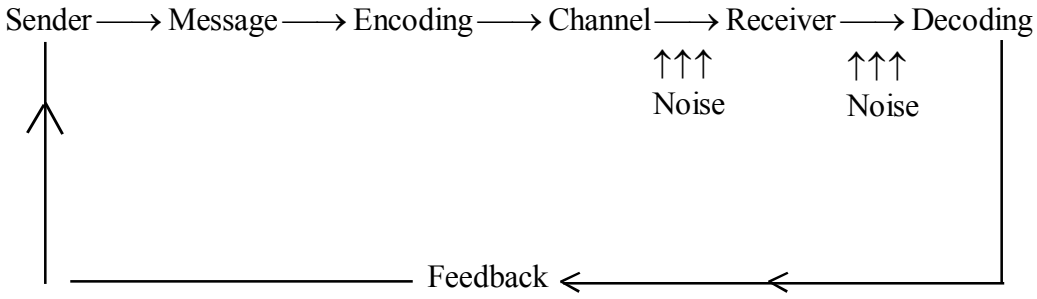
a. Acts or actions,

b. Continuous change to suit requirement of time.

c. Definite object or purpose.

d. A progress over a period of time.

Communication is a process in which sender tries to reach receiver with a message. This process involves number of elements.



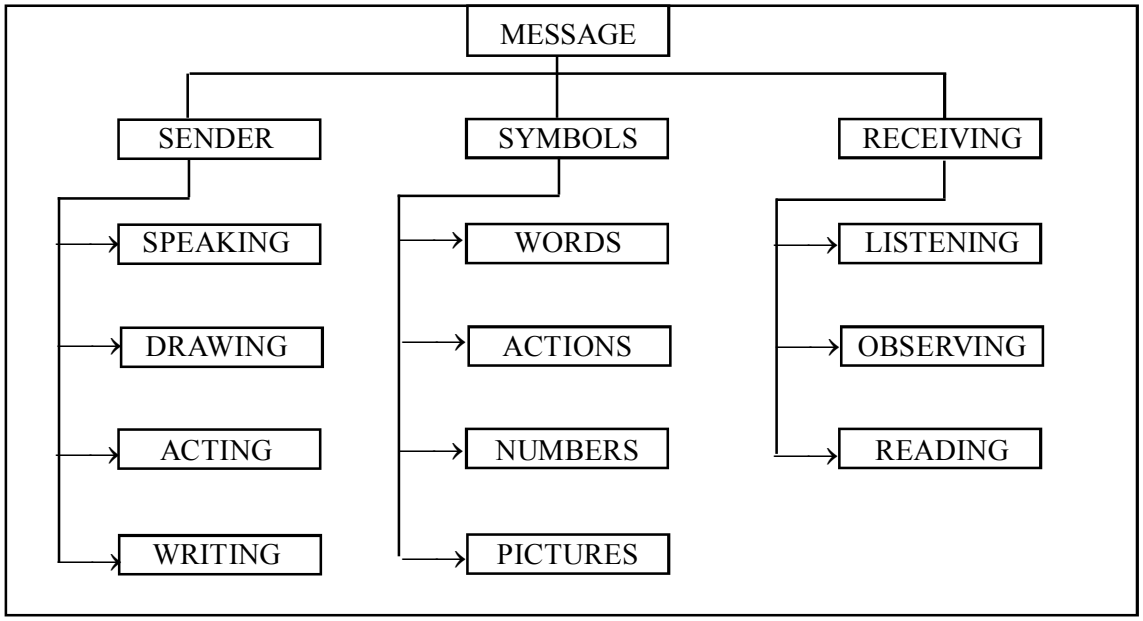
The Process of Communication

Above figure shows us the communication process. In this process, idea which is generated in the mind of communicator /sender, who tries to convey the same through message to be communicated /received in words, letter (verbally) or sometimes postures, gestures, signs, facial expressions etc (i. e. non-verbally) with feedback mechanism.

In above figure there is sending loop and feedback loop. In sending loop sender plans the message (idea generated in the mind of sender) , he encodes the message by using symbols say words and transmit it to the receiver. Receiver in the feedback loop catches the message, decodes it, gives reply to the communicator. But sometimes there is noise

(disturbances/barrier miscommunication) in the process which creates confusion/ misunderstanding in the minds of receiver.

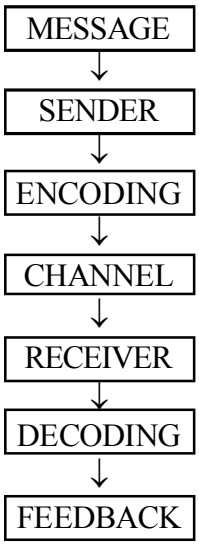
For sending the message, sender has to use some media or channel e. g. television, radio, face-to-face communication. Which bridges the gap between sender and receiver. After receiving the message, receiver decodes the message.



Communication Process

1.7 Elements of Communication Process

The whole process of communication involves the following elements :



According to David K. Berlo, the whole sequence of communicating with B (called communication process) involves six steps.

Idention → Enconding → Transmission → Receiving → (Sender) → Decoding → Acting

Various elements involved in the process of communication is described as follows :

1. Message : A piece of information, spoken or written, to be passed from one person to another. It is the subject matter of communication. It may involve any fact, idea, opinion, figure, attitude, or course of action, including information. It exists in the mind of the communicator.

2. Transmitter : He is the sender of message or communicator or spreader, a person who transmits the message. In the case of mechanical devices used for communication, para transmitter is an operator that transmit message. The person who conveys the message is known as the communicator or sender. There is always a communicator in the process. He conceives and initiates the message. He is the driving force to change the behaviour of the receiver.

3. Encoding (Communication Symbol) : The process of conversion of the subject matter into symbols is called encoding. The message or subject matter of any communication is always abstract and intangible. Transmission of the message requires the use of certain symbols. The communicator plans and ' organises his ideas into a set of symbols, signs etc. Enconding process translates ideas, facts, feelings, opinions into symbols, signs, words, actions, pictures, and audiovisuals etc. It is up to the sender to select a medium he feels proper to communicate effectively to the intended listener or receiver.

4. Communication Channel : Later, the transmitter has to select the channel for sending the information. Communication channel means the medium or media through which the message passes. The words, symbols or signs selected should be transmitted to the receiver or listener through certain channel or medium. Media in plural represent vehicles to transmit message. The communicator has to decide how best he can pass the message, what he has to convey. Media may be written media or oral media. Again, there are various forms of written media like letters, reports, manuals, circulars, notes, questionnaires etc. The forms of oral media include face-to face conversion, dictaphone, telephone, recording, radio meeting, conference etc. The channel may be a visual channel like slides, neon hoarding, posters etc. Television and documentary films represent audio-visual channels.

5. Receiver : There is always a receiver in the process of communication. Receiver is the person to whom the message is meant for by the sender. A person who receives the message is called the receiver. Effective communication process is not complete without the existence of a receiver of the message. Responding or acting to the message is done by the receiver only. It is the receiver who receives and tries to interpret, percive, understand and act upon the message.

6. Decoding : Decoding is the process of translation of an encoded message into ordinary understandable language. Receiver converts the symbols, words or signs received from the sender to get the meaning of the message.

7. Acting : According to the understanding of the message, the receiver acts or implements the message.

8. Feedback : Feedback is though the last element and an important one in the communication process. As it has been explained, communication is an exchange process. For the exchange to be complete the information must go back to the communicator, so that he can know the reaction of the receiver. The sending back of the knowledge about the message and understood in the same sense as the sender meant. Feedback enables the communicator to carry out corrections or amendments or change the message to be effective.

1.8 Features of Communication

i. Interchange of Information : The basic characteristic of human communication is that it aims at exchanging information. It is a two-way process. The exchange can be between two or more persons. It may be at the individual or the organisational level.

ii. Continuous Process : Communication is a continuous process. It is not static. It is constantly subject to change and is dynamic. The people with whom communication is held, its content and nature, and the situation in which communication is held - all keep changing.

iii. Mutual Understanding : The main purpose of communication is to bring about mutual understanding. The receiver should receive and understand the message in the manner that the sender intended him to.

iv. Response or Reaction : Communication always leads to some response or reaction. A message becomes communication only when the receiving party understands and acknowledges it, and also reacts and responds to it.

v. Universal Function : Communication is a universal function, which covers all levels of authority.

vi. Social Activity : Communication is a social activity, too. The components of a society are into a relationship of sharing, be it information, feelings or emotions. The same holds true for business communication. It involves the effort of people to get in touch with one another and to make themselves understood. The process by which people attempt to share meaning and relate to one another is, thus, a social activity.

1.9 Importance of Communication

The importance of communication cannot be denied nor should it be understimated in this era of globalisation dominated by modern management education. With the passage of time, society has also become increasingly complex and businesses more global importance of communication. Following factors have contributed to the growing importance.

i. Size of Organisations : Modern organisations are gigantic as compared to those of yesteryears. Moreover, they are in a continuous process of expansion. Communication is the only line among the large number of people in the set-up.

ii. Growing Importance of Human Relations : Modern management has brought in the concept of human resource management. The style of working has changed considerably over the years. It is no longer a management-decides-and workers-follow kind of working pattern. Participative management has become the watchword. Men will not cooperate unless they are treated humanely. This has increased the importance of communication in business organisations.

iii. Public Relations : Just like human beings, organisations cannot function in isolation. Every organisation has certain social responsibilities. It also has to interact with different segments of the society. The responsibilities are towards customers, shareholders, suppliers, traders, trade unions, media, govenment and the prople in general.

iv. Advances in Behavioural Sciences : Modern management lays great stress on the theories of behavioural sciences like sociology, psycology, philosophy, spiritualism and transactional analysis. Their growing importance can be judged by the tremendous surge in the sale of books on these subjects. The essence of all the writing is that which is the way of looking at human nature. Improvement in communication skills can do this effectively.

v. Technological Advances : Today's computer age affects not only the methos of working, but also the composition of groups. Communication is the only way to meet the challenge and to strengthen the relationship between superiors and subordinates. Tele-conferencing has become a key link for immediate decision making and feedback in large business organisations.

vi. Growth of Trade Unions : The last century has been a tremendous increase in the size of the unions of workers. These unions occupy a very important place in an organisational set-up. Hence mutual understanding between the management and the unions is very important. Communication, therefore, has a vital role to play.

vii. Consumerism (Increase in the Demand for Consumer Goods) : Communication has become an inevitable cycle since the growth of consumerism. In this era of the global marketplace, the competition is real tough, and companies are under constant pressure to attract clientele and to perform. The effort to persuade customers to buy a product is vertually never-ending. This has led to a tremendous growth in communication. From pamphlets, brouchures and advertisemets in the print and the electronic media, to workshops, demonstrations, contests and attractive schemes, consumerism has spawned a whole new way of communication.

viii. Distance Education : The advent of the open university system has led to an increase in communication. In many countries, a large segment of the population is gaining distance education. In India, IGNOU (Indira Gandhi National Open University) is an example.

1.10 Principles of effective Communication

1. Principle of Clarity : This is the first principle of communication that the message to be communicated should be clear, understandable by the receiver. The idea should not be confusing & vague. Clarity of thought comes from a careful consideration of the objectives, contents & medium of communication. For clarity of expression, use simple words, which are easy to understand, aviod indirect or impersonal expressions.

2. Principle of Introduction : Communication is the systematic and continuous process of telling, listening & understanding . So the sender must be clear in his mind what he wants to communicate to others i. e. what information he or she wants to transfer.

3. Principle of Consistency : This principle tells us the information/message/facts etc. need to be communicated from one person to another person must be consistent with objectives, plans, programmes & procedure of the concern.

4. Principle of Completeness : It emphasizes that the communicator must be complete in all respects of communication. It covers full details of communication process. This principle is also known as principle of adequacy. Any inadequate information creates doubts, misunderstanding in the mind of receiver, which results in delayed action, and may spoil cordial relations.

5. Principle of Appropriate Channels : Communication channel includes oral communication i.e. face-to-face, written communication i.e. letters, memos, it also includes electronic median and non-verbal ways. Communication channels depend upon the purpose & contents of communication.

Lengthy messages should be written noise through letters, circulars, notices or by using e-mail, publishing the information on the site etc.

6. Principle of Timeliness : Time is the most important factor. ldeas, messages, information, etc. must be conveyed at the proper time. If it is not communicated in time, it results in misunderstanding, or failure of creating desire or expected response in the minds of receiver.

7. Principle of Integration : The aim of communication is to motivate people. In this process the superiors rely upon the subordinates and under the assumption that their integrity is unimpeachable. Because the integrity of the organisation is related to the level of integrity possessed by the subordinates. If the integrity of the subordinates is doubted, no communication evokes a response from the subordinates. The superiors should trust the subordinates; accept their viewpoints, if suggestions are in the interest of the organization.

8. Principle of Informality : This principle suggests use of formal channels with informal contacts. Formal communication system is known as official channel of organization but sometimes formal communication proves ineffective in evoking the response from the subordinates, in such cases superiors sometimes adopt informal channels of communication to get the things done.

9. Principle of Flexibility : The system of communication should be flexible enough so that it can adjust and accommodate changing requirements of the concern. Organization should absorb new methods & techniques of communication to improve its efficiency.

10. Principle of Feedback : Communication is two way process. Communication to be Effective & Purposeful, should have information flow in all directions. The sender must have feedback information from receiver to know whether the receiver understood the message in time and the sense the sender has meant it. Feedback helps us to fulfill objective of the communication, it helps to improve process of communication.

1.11 The Seven C's of Communication

1. Credibility : Communication starts with the climate of belief. This climate is built by performance on the part of the practitioner. The performance relects an earnest desire to serve the receiver. The receiver must have confidence in the sender. He must have a high regard for the source's competence on the sbuject.

2. Context : A communication programme must square with the realities of its environment. Mechanical media are only a supplementary to the word and the need that takes place in daily living. The context must provide for participation and playback; the context must confirm, not contradict the message.

3. Content : The message must have meaning for the receiver, and it must be compatible with his value system. It must have relevance for him. In general, people select those items of information which promise them the greatest rewards. The content determines the audience.

4. Clarity : The message must have meaning put in simple terms. Words must mean the same thing to the receiver as they do the sender. Complex issues must be compressed into themes, slogans or stereotypes that have simplicity and clarity.

5. Continuity and Consistency : Communication is an unending process. It requires receiption and achieve penetration. Repetition with variations contributes to both factual and attitude learning. The story must be consistent.

6. Channels : The established channels of communication should be used, channels that the receiver uses and respects. Creating new ones is difficult. Different channels have different effects and serve effectively in different stages of the diffusion process.

7. Capability : Communication must take into account the capability of the audience. Communication are most effective when they require the least effort on the part of recipient. This includes factors of availability, habit, reading ability and receiver's knowledge.

1.12 Barriers to Communication

The communication must be interpreted and understood in the same manner, as the sender desired it, if it is not understood properly, the purpose of communication is defeated. When the recipient could not interpret the message properly or could not understand it properly ‘miscommunication’ occurs. This results into frictions, conflicts and unfavourable attitude towards the work, which in turn affects organizational efficiency.

There are many reasons for such miscommunication, obstruction. Barriers include cultural and educational background of the receiver and sender. Organizational inadequacies, laws in encoding and decoding the message, defective channel, and personal problems of the parties involved in communication. The factors causing this miscommunication are termed as communication barriers. These barriers can be grouped into different categories like deficiency of sender or receiver, personal barrier, language barriers and physical or technical barriers to communication. Some of the barriers are discussed below:-

1. Physical Barriers : External factor that distracts communication, known as 'physical barriers'. These factors includes interference that occur in the environment, For e. g. distances between people, distraction due to rain falling,motorbike roaring, electricity failure and defects in use of equipments like computers, telephone etc.

2. Language Barriers : Wrong selection of word, sentences without considering channels and recipients ability may lead to language barrier, For e.g. multiple meanings of words, differences in connotations, interpretation of the message as per individual experiences caused miscommunication .

Semantics is the science that deals with the meaning of words-which have variety of meaning. The sender and the receiver have to choose one meaning from many meanings. The ability of the parties in communication to know the language and its interpretation is important in effective communication.

The sender and the receiver have to choose the same meaning in the contexts of a reference applied. For e.g. the word 'profit' means to management that 'growth of the firm, but the same meaning of it to employees that -it is excess funds or increase in salary and wages.

In case of non-verbal communication: it is the one of the emotional smile, but if the receiver receives it through SMS, he may get confused and would not understand what it is?

Thus, the receiver and the sender have to use same type of language for effective communication.

3. Barriers due to Organization Structure : Due to the complex organizational structure, which involves several layers of supervision and long communication lines, it becomes difficult to communicate properly and clear communication may be blocked. If the channels are not cleared, communication may breakdown at any level of supervision because of faulty transmission.

4. Status Barrier : This barrier occurs when one person is considerably higher in the organizational hierarchy than another. The top-level personnel give the message, lower level personnel take it literally and follows it as order. But the top-level personnel may not have intended to pass it as order, Thus it creates barrier. Sometimes, the lower level personnel's suggestions cannot be considered quickly is also status barrier.

Thus, this type of barrier prevents downward communication. In organisation, people

who are occupying a higher position, feel it below their dignity to communicate with persons of lower rank. Some people prefer to communicate with members of their level of someone of a higher status only.

5. Filtering : Filtering is the deliberate manipulation of information to make it appear more favourable to the receiver.

Filtering barrier arises because of the number of levels in an organizational structure. When manager tells his boss what his boss wants to hear, the manager is filtering the information.

6. Emotional Barrier : Emotions include prejudice, fear, aggression, threats, anger, and past experience etc.... they become barriers to communication.

If the receiver is angry, and he receives information, interprets it differently then he is in a neutral disposition.

7. Physiological Barrier : When the receiver is not in a position to hear well because of illness or disabilities or because of his own problems, this type of barrier arises.

Hearing disorders falls into this category e.g. it is hard to concentrate on lecture when one is recovering from flue.

8. Psychological barrier : It consists of forces within sender or receiver that interfere with understanding. Unjust assumptions created in the mind of receiver acts as psychological barrier. e.g. women cannot become superior to men, globalisation is dangerous process.

9. Time Barrier : Time is one of the barriers to communication. Poor timing of communication has negative effects on communication and may render it of no value. Some messages need to be released so that everyone will receive them simultaneously. Other messages being transmitted should be timed sequentially so that issues that are important to them at the moment will not confuse receivers.

10. Loss during Transmission and Poor Retention : According to Koontz O'Donnell- successive transmission of the same Message is decreasingly accurate, in oral communication, something in the order of 30% of the infomation is lost in each transmission. Studies reveal that employees retain 50% of information communicated to them, the rest is lost, Poor retention may lead to imperfect responses, which may further hamper the communication process.

11. Closed Mind : Some persons who believes that they know everything about the subject and close their mind to hear any new facts and knowledge. Under such circumstances, it becomes difficult to communicate desired message.

12. Poor Listening and Instant Interpretation : Listening requires full attention patience and self-discipline. But some listeners do not have self-discipline, patience and they do not pay attention to the speaker. They (listeners) make premature judgement of what speaker wants to say.

If the message is too long, after a while people start losing interest and stop listening.

13. Distrust : When the receiver of the message views the sender with distrust, he doubts the credibility of the message, irrespective of it's contents. The message is never well taken.

14. Faulty Planning : While sending the message to receiver if sender fails to plan and implement, it becomes a barrier in communication. Proper planning refers to selection of eight channel, use of appropriate language, clarity and right time.

15. Cultural Barriers : Culture can be defined as a "set of values beliefs. norms,customs rules and codes with which a person can identify himself". Culture differs from nation to nation and within nations. (Regional culture)

e.g. the word O. K. in USA - taken as good. but in China it is taken as insult.

The word's 'yes' in Japan means 'yes I am listening' but in America it means 'I agree'.

Overcoming Communication Barriers

It is very important for the management to recognize and overcome barriers to effective communication for operational optimization and this would involve diagnosing and analyzing situations, designing proper messages, selecting appropriate channes for communicating these messages, assisting receivers in decoding and interpreting and providing an efficient and effective feedbacks system.

In order to overcome physiological and psychological barrier one must discover it's own source.

In order to overcome language barrier, overcome language difference. The meaning of unconventional or technical terms should be explained. Simple and direct language should be used. Asking the receiver to confirm ensures that receiver understood the all important concepts and restates the main points.

In case of overcoming the organizational structure barrier, there should be simple in creating organization structure, which helps in keeping the information communicated in a faster mode and there are less chances of loss of message in the course of transmission.

In case of overcoming the closed mind barrier, have an open mind for other's ideas and suggestions. First understand what a person is trying, to convey, keeping all your notions aside.

In case of overcoming emotional barrriers the first step is to overcome negative effects of emotionality. Being senstive to one's own moods and being aware of how they might influence others before communicating an important message. Try to understand the emotional reactions of others. In case of people of high level of emotionality, it is difficult to communicate verbally. It is therefore advisable to write them memo or letter before any conversation.

In case of overcoming poor listening, developing habit of active listening can help to improve the communication. Concentrating on what the senders objects is, having patience,

to listen till he concludes without attempts to disrupt him and saving the mind from drifting away, can lead to greater understanding of the message conveyed by the sender.

In case if overcoming cultural barriers try to understand different cultures in different nations and in different regions.

QUESTIONS

1. Define the term 'Communication' Explain its meaning, features and importance.
2. Explain the objectives of Communication.
3. Write a detailed note on "Communication Process"
4. State and explain the Elements of Communication Process.
5. What are the barriers to Effective Communication?
6. Suggest the remedies to overcome the barriers to Effective Communication.
7. Explain the principles of Effective Communication.
8. Explain the nature, scope and principles of Business Communication. Why Business Communication is important for Business Organisations.

Chapter 2

Methods and Channels of Communication

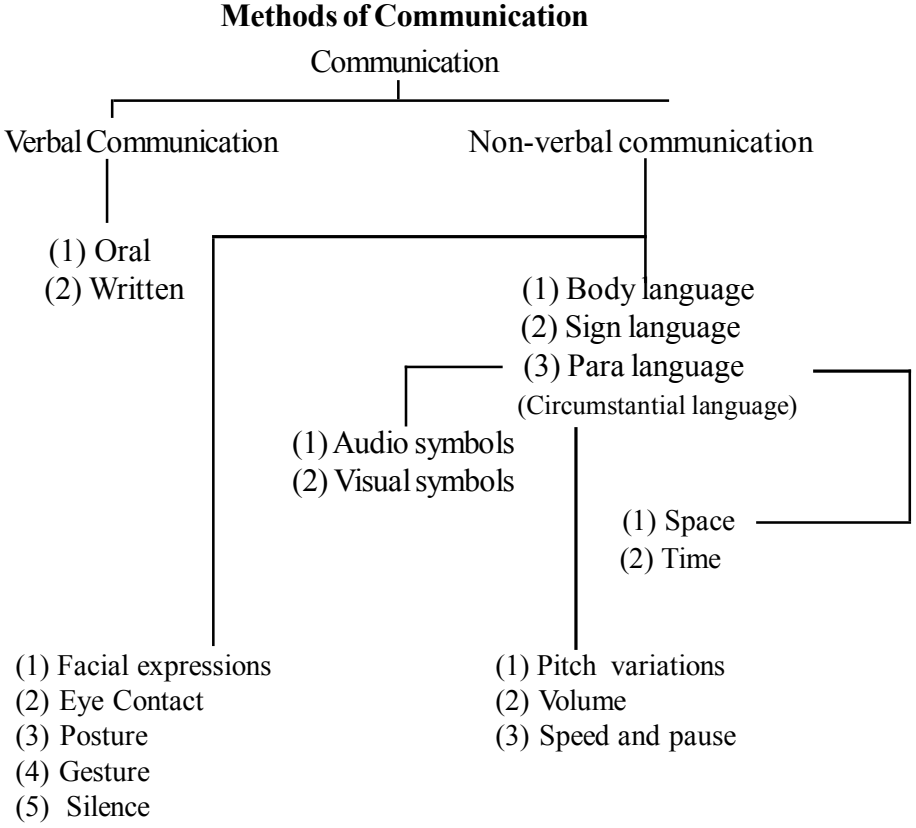
2.1 Methods of Communication and their Merits and Demerits

2.2 Channel of Communication in the Organisation.

2.3 Communication and its Pattern

2.1 Introduction

Communication in an organization carries different messages concerned with nature of work or purpose. Though it is difficult to group communication, on the basis of relationship developed, who communicates whom, the communication may be grouped on the following basis.



Verbal Communication and Non-verbal Communication

Verbal Communication.
Written Communication.
Oral Communication.

Non-verbal Communication

Body Language
Sign Language
Para Language
Circumstantial Language

Verbal Communication

The word 'verbal' indicates the use of words. It may be written or spoken or oral. Verbal Communication is divided into two types.

a) Oral Communication.
b) Written Communication.

Oral Communication : In our day-to-day life we communicate orally by way of words i. e. speaking. Speaking is the tested & direct type of communication. In oral communication, the sender and receiver, exchange their views through speech, it may be face to face between two individuals or individual and group through any device or other means of communication. When a person speaks, other person listen, to him, 'the Voice' which reveals the gender, age, geographic background, level of education, emotional state...etc.

People read the voices with remarkable accuracy. Speaker encodes the information while listener decodes the information.

In an organization, there are formal and informal communications.

Formal ways

Communication in meetings and conferences.
Formal presentation before a group
Interviews
Training sessions face to face conversations
Group discussions
Dealing with clients
Formal routine meetings

Informal ways

A private discussion
A conversation over lunch
Gossiping

Thus, oral communication is important for building human relationships. It brings the members of the family, colleagues and friends together.

Merits

1. It is a direct, simple and time saving way of communication
2. Less expensive form of communication
3. Oral communication removes the misunderstanding between the people.
4. It lays mutual understanding and confidence.
5. Oral communication uses voice, tone, pitch, etc which is more effective than written communication.
6. It allows parties to get immediate feedback.
7. Effectiveness of communication can be measured from the responses of the receiver.

Demerits

1. No formal record of communication held.
2. There is possibility of distortions of message if the oral message is passed on a long hierarchical chain.
3. Lengthy communication cannot be transmitted effectively.
4. No legal records.
5. In oral communication spontaneous response is expected due to which serious thought is not possible, which may lead to wrong decision.

Written Communication

Oral communication cannot reach each and every person due to large geographical distances between sender and receiver or due to large number of communications layers. That is why written communication takes place.

Written communication is also verbal communication. Written communication is a communication, which gives us permanent record for future reference, and one can give the same information to same group of persons.

Written communication includes written words, graphs, charts, manuals, reports, statistical data, pictures, letters, circulars, notices, minutes, memos, information bulletine and policy manuals..etc.

Written communication is effective if it is clear, complete in all respect and understandable to the target group.

Merits

1. It serves as permanent record for future reference.
2. It is accurate and in precise form which makes a person conscious.
3. It can be repeatedly referred by the receiver, till the receiver can understand it.

4. It reduces the possibility of misunderstanding and misrepresentation.
5. It is easy method of providing detailed and accurate information.
6. It is reliable for transmitting statistical data.
7. It fulfills the legal requirement.
8. Written communication provides adequate time to think, to analyse before finalising the action to be taken.

Demerits

1. It is time consuming both in terms of preparing the message and also in terms of understanding it.
2. It is a part of red-tapism and bureaucratic system of control. It is not flexible.
3. Written communication cannot remain confidential because it passes through many hands.
4. It does not provide opportunity for immediate response.
5. It leads to excessive formality in personal relations.
6. It fails to convey personal feelings and does not create co-operative spirit.
7. In administration, everything cannot be brought on record.

Non-verbal communication

Facial expressions : Human faces are capable of communicating a wide range of expressions and emotions. e.g. A smile conveys a good humour, a happy or appreciative smile, a displeased frown, a look of surprise.. etc. can canvey, with or without words, the attitude or reactions of the communicants. Expressions accompany the speaker's words and also indicate the listener's reactions.

Eye contact : The importance of eye contact is paramount. Looking someone directly in the eyes suggests openness, honesty, confidence, and comfort. Looking away gives an impression of being shy, or perhaps just insecure and uncomfortable. When speaking to one person tries to look in the eye, when speaking to a group aviod fixing your gaze on one or two people - let your eyes roam regularly to all corners of the room to let everyone feel involved.

The comfort level of eye contact is 2-3 seconds; if extended beyond that it can amount to invasion of another's space. People who are aggressive try to fix others with a stare. If you are angry you might express it with extended eye contact.

Gesture : Gesture are a natural accompaniment of speech. A person makes movement at the time of speaking. If he does not make any movement, appears somewhat stiff and mechanical.

Posture : Postures can indicate disregard or disrespect for others who are present; polite and well bred person are usually careful of how they stand or sit in the presence of visitors and informal situations. Graceful posture is a great asset in any profession.

The way people stand or sit can say an awful lot about how they feel. Someone who is nervous or anxious will fidget with his hands, tap his feet and drum the table with his fingers. Someone who is sitting well back in the chair. leg crossed at the ankle may be seen as being relaxed and confident. Someone with a gloomy expression, head down and lifeless is probably feeling depressed or dejected. Someone sitting forward in his or her chair looking intently at the speaker is showing a great deal of interest.

Silence : Silence can be effective way of communication. Silence is not a negative absensce of speech but a positive withdrawal or suspension of speech.

Suppose a person is not sure what to say or is so full of feelings as to be unable to speak. Facial expression and posture may indicate the feeling behind the silence.

e.g. dead silence, stony silence, embarrassing silence show that silence has a quality that communicates itself. A pause before or after certain words makes the words stand out from the rest.

Touch : Touch is the easiest form of communication. Stroking, hititing, patting, shaking hands etc. are the modes of touch. which plays vital role in communication.

Space : Space plays a subtle role in communication. The study of space in communicative system is called proxemics. It is the study of the degree and effect of the spatial separations that individuals naturally maintain in various social and interpersonal situations. E.g. Vice president of the multinational company use space to create and impression of status.

Time : Time given to listen and speak to people creates a sense of self-esteem in them; it is equated with care and concern for them. On the other hand a person who uses his/her own and other's time wastefully, creates an impression of being inefficient and disorganized.

Voice : Voice has characterised like volume, tone and pitch.

Tone : is the quality of voice.

Volume is the loudness or softness that is modified according to the number of persons addressed and the distance between speaker and listener.

Pitch is high or low note of the scale. High note is usually louder and heard at a longer distance than a low note. High pitch voice is unpleasant and suggests immaturity or emotional disturbance.

Speed indicates excitement. But if we have control, we deliberately increase speed of speaking. e.g. While telling interesting story we increase the speed of speaking but to create suspense, we decrease the speed.

Audio symbols : In non-verbal communication, auditory methods are those, which are heard. The use of auditory symbols is very limited. It includes sound, bells, whistles, tunes....etc.

Sound signals are used for warning. In the wartime, sirens are used to warn about enemies, the police uses whistles. Trains use whistle for warning of departure of the train. Bells and buzzers are use to indicate the starting and ending of work periods...etc.

Tunes can be used as audio signals. e.g. aortal tune, radio signature tune etc.

Visual symbols : In nonverbal communication visual methods are those, which are