MANAGERIAL COMMUNICATION SKILLS

UNIT-I

INTRODUCTION

The term "Communication" is easy to understand because it is a natural phenomenon, but it is difficult to define as a concept due to multifarious interpretations made by several authors. For a common man, "communication" is an exchange of information or ideas. Technically it is a process of transmitting ideas, information and feeling through a channel to another person or a group of person and receiving feedback from the transferee.

The word "Communication" originated from a Latin root "communicare" which implies to share. It is also closely associated with the English term "common" which means sharing by two or more. In this context it is suitable to define communication as sharing ideas or information between two or more people.

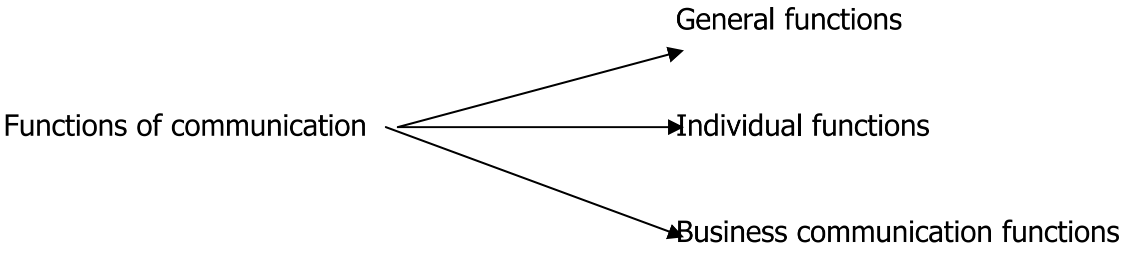
Definition of Communication:

- "Communication is transfer of information and understanding from one person to another person" Keith Davis.
- "Communication is essentially the ability of one person to more contact with another and to make her or himself understand".
  John Adair.

Features of communication:

- Communication is a natural phenomenon. In a broader sense it is a natural instinct between two living beings, particularly among human beings.
- Communication is an exchange of thoughts, ideas, impressions and reaction among individuals
- Communication is inherently a social process. We could not survive in isolation detaching ourselves from fellow human beings.
- Communication is a science, multi disciplinary in nature, which maintains close relation with language, psychology and technology.
- Communication is an assembly of different elements and unrelated factors structured in a systematic framework.

Functions & Role of Communication:



a. General functions:

   - To build a strong social environment.
   - Economic development.
   - To build a global village.
   - Technological progress.
   - Interdependence of nations.
   - Development of tourism.

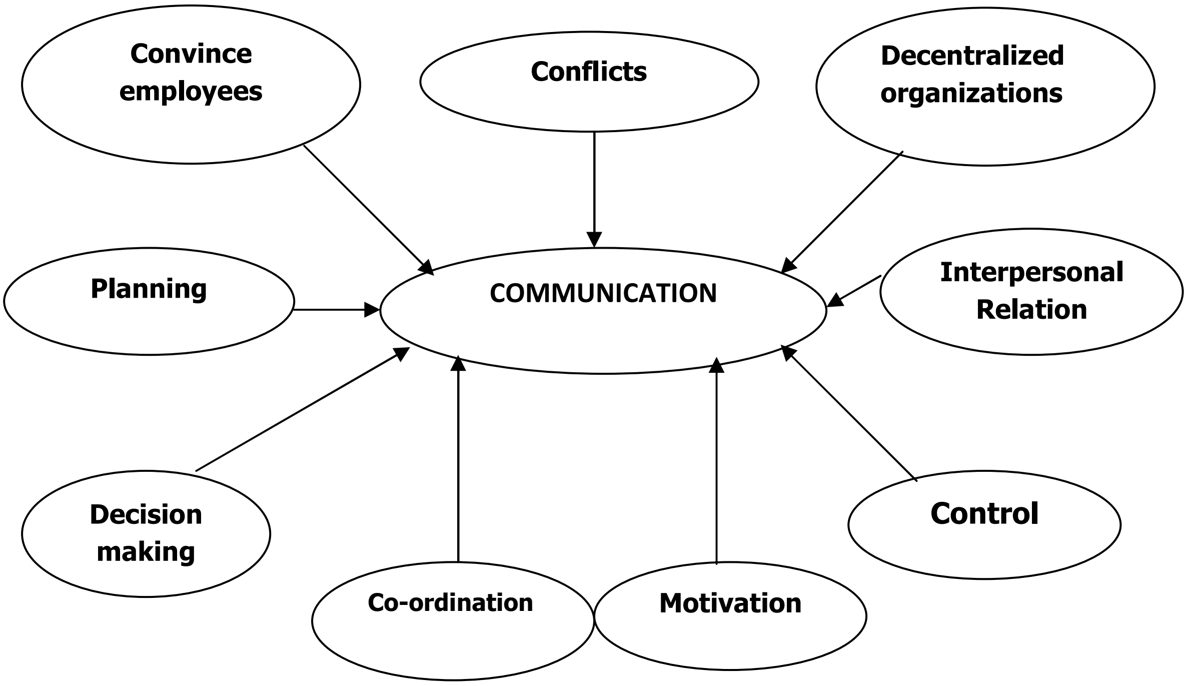
b. **Individual functions**:

- For a man communication begins with his birth. Man being a 'social animal' continues to interact with his fellow human beings, other living organisms, and environment and with himself.
- Unless he communicates or shares with his fellow human beings all his ideas, his emotional urge with not be satisfied.
- Man ability to think progressively is the foundation for scientific and technological development.
- Communication is the fabric of life. If you were to ask yourself how you have become what you are mentally, psychologically, socially, culturally, emotionally and spiritually you will realize it is only through communication with other human beings.

c. Business functions:

- Business organizations work in an open system of external environment to which it has to get adjusted and get approval for its establishment, survival and development from the external environment.
- Individual industrial organizations depend on suppliers for inputs, with whom continuous communication is essential.
- Business organization ions have to maintain regular communication with customers in different ways. They have to be in touch with the tastes, habits, demands, changing behaviors, needs and purchasing power of the customers to expand and diversify business.
- The success of any business enterprise directly depends on the efficiency and talent of the employee that it recruits. To attract the cream of the society, communication is the best method.

ROLE OF COMMUNICATION IN BUSINESS


Convince employees
Conflicts
Decentralized organizations
Planning
COMMUNICATION
Interpersonal Relation
Decision making
Control
Co-ordination
Motivation

Communication system is the centre around which trade activities are developed.

Communication and Internal Environment in Business:

Planning: Planning is thinking ahead for future work on the basis of the past information about the organizations performance, collected through various means of communication techniques.

Decision making: Decision making is a challenge to the top management. Timely decisions are very crucial in competitive business world and for timely decision making effective communication is essential.

Co-ordination: Business organizations are a complex congregation of men, material and machinery. All these are to be coordinated effectively with the help or communication in such a way that their skills and efforts are directed towards organizational goals.

Motivation: A person who is motivated to get ahead must understand the principles of good communication. Motivation is an important responsibility of the manager. A highly motivated employee is a precious asset of an organization.

Control: Control is the last, but a continuous function of management. Control process involves continuous collection of information and feedback from the work in process. This is possible only when there is an efficient communication system in the organization.

Interpersonal Relations: Efficient communication system in the organization is a stimulator to establish trust based work relations among employees.

Decentralized organizations: Modern business organizations are large in size and handle complex activities. Business administrators are gradually progressing towards decentralization with the help of communication.

Conflicts: Conflicts result into inefficiency, loss of man-hours and less productivity. Conflicts arise due to communication gap and leads to misunderstandings.

Convince employees: It is human native to resist to any new change in the organization due to fear of workload, insecurity in job or demand to improve new skills. To overcome these difficulties we should convince the employees with the help of communication.

In the internal environment the planning process to diversify into new markets, they have to communicate with all departments, because all the departments are inter-connected.

OBJECTIVES OF COMMUNICATION

The objective and functions of communication are interrelated and communication could give many objectives depending upon the group and context. Communication within the family, in a class room, in a theatre, in a church, in a Warfield, in a seminar and in the board room has different objectives. The objectives are defined depending upon the group and purpose to be achieved. The objectives of business communication would include the following.

To Inform:

1) The first and foremost objective of any communication is to inform.
2) People within the organization have to be kept informed about the organizational goals, objectives, procedures, processes, systems, strategies etc.
3) Equally important is the objectives of ensuring effective external communication with customer, prospects, competitors, suppliers public about products, services, plans, events within the organization.

To Educate:

1) Another objective of communication in an organization is to educate and develop skills and attitudes among people working in the organization.
2) This may be done though Product Literature, Publicity, presentations and demonstrations.

To Train:

1) Communication is an integral component of any training program.
2) Business organizations need to train people to achieve proficiency in specific skills.

To Motivate:

1) People in any business organization should be motivated to pursue goals and achieve higher levels of performance.
2) High levels of morale and motivation are a must to ensure high levels of productivity and efficiency.

To Integrate:

1) Large business organizations have different business units, departments and territorial divisions.
2) Communication providers a means for an intergraded approach in pursing organization goals.
3) Communication binds together People working for common objectives and help in team-building.

To Relate:

1) God business relationships are a must for the continued success of any business organization
2) It is communication that provides the means for building and nurturing mutually beneficial relationships.

To Promote:

1) Promotional efforts are a must for any organization to fully achieve its objectives.
2) Promotion relates to various activities such as advertising publicity, public relations which aim at customer information, customer education and customer retention.
3) Communication communicates the basic plan on which Promotional strategies are built.

To Entertain:

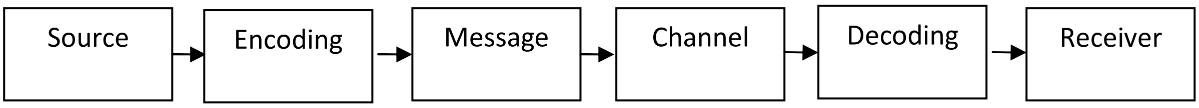
1) Communication facilitates entertainment. It facilitates social bonding and brings in lighter moments that help releasing tension and to get rid of negative feelings.

To Facilitate Decision Making:

1) Decision making constitutes an important function for any business organization. Well thought-out decision, quickly taken, lead to better results.
2) Communication both oral and written facilitates decision making in any business organization.

Process of Communication:

Berlo (1960) has developed a model for the communication process. The essential elements in Berlo’s communication process are presented in the diagram



Communication is said to be a continuous process of exchange of views and ideas. Communication being a process requires at least two persons a sender and a receiver irrespective of the mode of communication. The sender source conceives the idea, gives it a shape, decides the mode of communication which may be used to convey the idea and conveys it. The receiver receives it, tries to understand it and finally takes an action.

Communication Source:

1) The source is the originator of idea of message, it may also be known as the sender who may be individual or a group.
2) The source conceives the idea, prepares the messages selects the channel and decides about the receiver.

Encoding:

1) In this step messages are composed of symbols having a certain meaning for sender and receiver.
2) Encoding is thus translation of already conceived idea by the sender into a message appropriate for transmission.
3) Encoding includes selection of mode of communication and the wording of the message.

Message:

1) It refers to the stimulus that the source transmits to the receiver.
2) Messages are composed of symbols having a certain meaning to the source and the receiver.

Channel:

1) The channel is the means through which the message travels from the source to the receiver.
2) The channel may be mass media such as news papers, radio, tv etc or interpersonal such as telephone, correspondence etc.
3) Selection of the channel depends upon the message to be conveyed, availability of the channel, cost of the channel, effectiveness of the channel etc.

Decoding:

1) Decoding is the reverse of encoding. It means translation of symbols etc, encoded by the sender into an idea for understanding.

2) The receiver decodes the message by changing the symbols into a meaning. Understanding the message sent by the sender is the key to the decoding process.
3) If the receiver could not decode the message to make it understandable, or misunderstands it, or pretends to misunderstand it where as he understands it well, the communication is rendered ineffective.
4) This happens because of perceptual difference between sender and receiver.

Communication Receiver:

1) The next step is the receiving of the message by the receiver. The receiver must Pay due attention to the message he receives.
2) Any negligence on the part of the receiver may make the communication ineffective and the message is lost.
3) Thus the receiver should be a good listener in the case of an oral message, however listening alone is not sufficient, he should also be willing to understanding the message.

HUMAN COMMUNICATION PROCESS

"Human communication is the establishment of relationship such that action, thoughts feelings and intentions of a person evoke a response in another".

Semantic Sender Noise:

1) Semantics can be described as a science which deals with meanings of words. Noise is any unintended message that follows a meaningful message.
2) Semantic sender noise can originate from the sender and can disrupt the entire communication process.

Selection of Meaning:

1) The meaning of the symbols and words should be understood by the sender clearly.
2) Hence by exchanging mutually understandable symbols and words we can achieve success in communication.
3) Hence while selecting meanings of words and symbols the sender and receiver should take care that the words used are mutually understandable or else there may be a chance of getting multiple message or meanings by the receiver.

Encoding:

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3. Encoding includes selection of mode of communication and the wording of the message.

Transmission:

1. The transmission is conveying the message as encoded by the sender.
2. The sender chooses the path or channel of communication through which the message is to travel from the sender to the receiver.
3. The channel may be mass media such as news papers, radio, television, films etc or interpersonal communication involving direct exchange between source and receiver such as telephone correspondence or nonverbal communication.

Channel noise:

1. Channel noise is any unintended message that has occurred in the channel. Channel noise obstructs communication process.
2. To reduce channel noise channel redundancy or language redundancy are used.
3. A channel should be such that it minimizes the possibility of distortion of the message.

Achieving Effectiveness in Human Communication:

Face to Face Communication:

1. Face to face communication happens on one to one communication basis and is also two way communication channel.
2. In face to face channel feedback in immediate, automatic and instantaneous.
3. Verbal and non verbal actions are facilitated by face to face communication.
4. There is no substitute for face to face communication.

The concept of Richness:

1. The channel which sends the message with very low distortion and in less time is called an effective channel or Technically Rich Channel.
2. The channel should have the ability to convey the meaning completely.
3. In the absence of the ability to convey meaning mere technical capacity has limited usefulness.

Concept of Timing:

1. Duration is the time taken by the channel in order to transfer the message to other person.
2. Hence in Human Communication we should see that the duration and the cost of channel are optimal while communicating.
3. Any kind of message occurring after an important event is not considered properly. This is called timing relationship.

4. Hence proper timing should be followed for effective human communication.

Channel Differences:

1. The channel differences will impact the human communication to large extent.
2. Hence we should choose appropriate channel according to the situation.
3. Letters can pass both audiovisual messages and they could not pass animated messages.
4. Telegrams can carry very little amount of message and has very low technical value.
5. Telephone is one of the richest means of communication channel where feedback is immediate.
6. Fax is used for huge information transfer in less duration only in textual context.
7. Mobile phones now-a-days are relatively cheaper and can send all types of messages.
8. Emails are useful for day to day internal communication. Large documents can be sent through mails and feed back is not automatic but it is the cheapest mode of communication.
9. Through SMS we can send only textual messages and is other cheapest way of communication and feedback is moderate.
10. Through MMS we can send pictures, videos and animation along with text but it costs high.
11. Video conferencing is as rich as face communication and feed back is immediate. It is equivalent to Face to face communication.

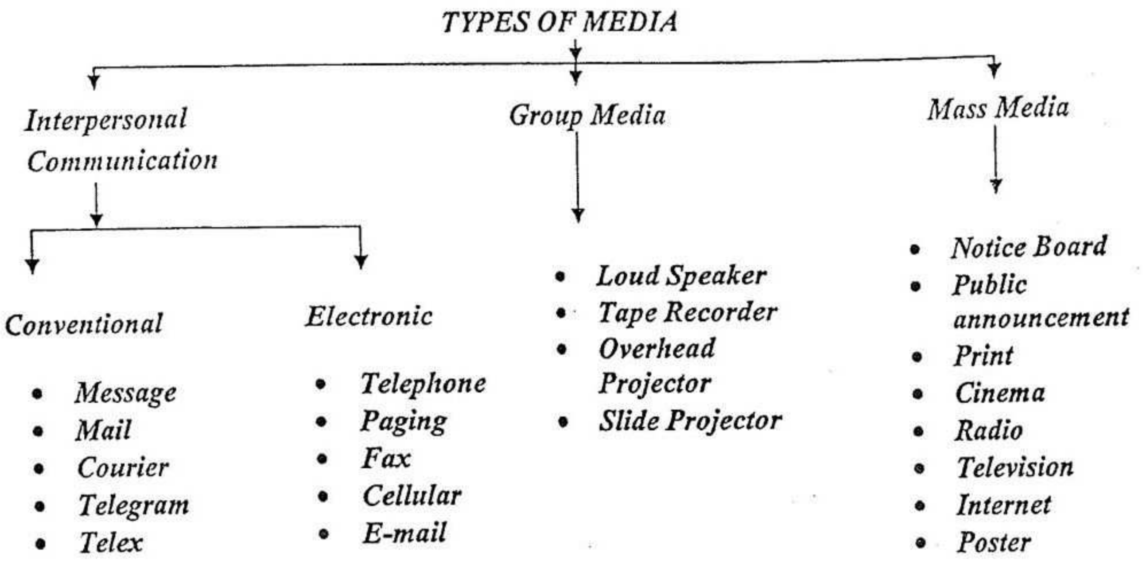
MEDIA OF COMMUNICATION

Media is lifeline of communication process at any level, interpersonal, group or mass communication. Media will be selected depending on the nature of information, status, skill of the receiver, distance gap between the sender and the receiver. There are a large number of media available to make the message effective.

Media promises free flow of communication and reduce the noise. Delay in transmission and reception of communication can be reduced if favorable media is selected. Media improves communication skills of the sender and thus he will be able to express himself according to the demanding needs and receptive capacity of the receiver. Thus 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.

Types of Media:

During the process of communication development man is able to design and develop different types of media suitable to the context of communication. There are numerous varieties of communication media in practice. There is no standard classification to describe the types of media. Broadly media can be three types, interpersonal, group and mass media.


TYPES OF MEDIA
Interpersonal Communication
Group Media
Mass Media
Conventional
Electronic
Message
Mail
Courier
Telegram
Telex
Telephone
Paging
Fax
Cellular
E-mail
Loud Speaker
Tape Recorder
Overhead Projector
Slide Projector
Notice Board
Public announcement
Print
Cinema
Radio
Television
Internet
Poster

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

a) Conventional media are:

- **Messenger system**: Messenger will transmit the message by hand delivery. This system is followed when postal department was not developed. At present messenger system is practiced for inter office transmissions of communication.
- **Mail**: An organized postal service is responsible for transmission of written communication, usually letters. Postal department is the second largest departmental undertaking of the government of India, after railways.
- **Courier**: Postal service is in public sector, Parallel to postal service, private sector development the courier system for quicker transfer and delivery of mail.
- **Telegraph**: Telegraph is the earliest method of telecommunication. It came into usage around 1830's with the invention of code consisting of series of short and long pulses representing letters by Samual F.B. Morse. In the mode

of transmission a signal is typed into a transmitter which changes it into an electronic current carried by a wire to the receiver. Electro magnets in the receiver change the electric signals into visual. Telegram is widely used for sending short and urgent messages.

- **Telex**: Telex is a teleprinter exchange, the instrument consists of printer, keyboard, and receiving printer. A message to be transmitted is typed on the teleprinter, which generates coded electronic symbols and passes through the lines. The receiving teleprinter decoded the incoming code and prints the message on paper tape. In this the sender and receiver must know about the coding system.

b) Electronic Media:

- **Telephone:** Telephone is an instrument which contains a micro phone that changes vibrations of sounds into electrical signals and is transmitted through a wire to the receiver. These signals are converted in receiving phone as sounds or words. The telecom policy of government expanded the usage of telephones to remote villages of the country.
- **Paging services:** Pager is a wireless telecommunication instrument, which is also known as beeper or beep. It is small instrument handled and carried by individuals. It works on radio transmission technology, which contain receiver and transmission technology. Each pager is identified with a subscriber's number.
- **Cellular Phones:** it is also the technology of radio and telephone. Cellular phones operating in organization identify the service areas and divide them into cells or sub areas. All base stations are connected to the cellular servicing center. Cellular user can contact others through STD, ISD numbers, of the telephone and can receive calls from telephones.
    - They are cheaper compared to telephone
    - It records calls not answered
    - It has a storage facility in inbox, numbers, and addresses books and email id's.
- **Fax:** Fax is a facsimile machine devised to communicate printed material data, image etc. to communicate through fax, the receiver and the sender should posses a fax machine. The machine scans the information and transmits to the receiver's machine. The printer in receiving machine produces the exact format i.e the photocopy of the sender's message.

    - **E-mail:** we call this as electronic mail. Email is the transmission of textual material from one computer to another electronically. To use the email services, one should have an email account. Once it is created, the user gets email box. Any person with email account can send messages and receive messages.

- **Group Communication Media:** Group communication is a process where one or a small team of speakers address a group of listeners. They depend usually on loud speakers, tape recorders, overhead projectors and slide projectors.

  A 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 large group.

  Overhead projectors and slide projectors are visual based devises, which magnify the images or words and can be shown to a large group to support the speaker's message. Tape recorders can be used for group communication.

- **Mass Media:** Mass media is communicating with large, size of population with different strata. Media applied to mass communication is mass media. It is a fact that socio-economic-development of today is primary due to the mass media. Freedom to talk and write is responsible for significant progress in mass media.

  Mass media is a powerful instrument to convince, motivate and change people, who are basically reluctant to change both for good and bad.

  a) **Hoarding and notice board:** Hoardings or notice boards are erected in public places, busy centers and shopping centers where they can attract the attention of large number of people.

  b) **Cinema:** It is used to communicate specific values and particular message. Cinema reaches directly into the hearts and minds of the people and remains in the memory for a long period,

  c) **Public announcement:** It is most traditional method. A person with a specific "drumbeat" announces the information to general public. Today instead of drum they are using loud speakers in a van or an auto rickshaw or a jeep.

  d) **Print media:** Print media is any printed and circulated material such as books, journals and newspapers. News papers came very close to the social life of educated section of population. They can be published in different languages.

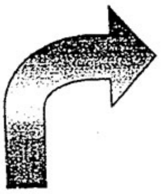
  e) **Broad cast media:** Radio is the broadcast media. It transmits the news programmes for children, women, farmers etc, programmes are transmitted from a radio station. It is an audio based communication, therefore fails to attract the attention of audience who are distant.

f) **Television:** It covers more than 85% population in India. In today's public and personal life of people TV became the most wanted media because one can watch incidents directly through live programmes and enjoy 24 hours nonstip entertainment.

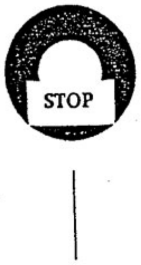
g) **Internet:** Internet is the product of information technology revolution of 20th century, which literally transformed the mightily planet into a small village. It becomes the fastest convenient and the accurate mode of communication between any two points on earth, which may be between two persons in the same office or between two persons of 1000 miles away from each other.

VISUAL COMMUNICATION

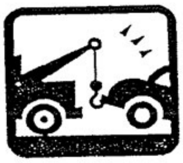
Visual communication is effected through pictures, graphs and charts as well as through signs, signals and symbols. It can be used in addressing groups of people who do not understand the language of the communicator. As the saying "A picture is worth more than a thousand words".



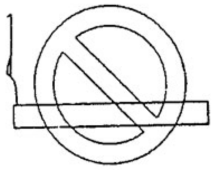
Right turn



Don't move



No Parking



No Smoking

The channels and instruments of visual communication include hoardings, films, floppies and projects.

AUDIO VISUAL COMMUNICATION

Audio visual communication is an effective blend of both verbal and visual communication. Such communications is generally speaking, very effective and carry high retention value. Audio visual communication however is highly skill oriented. They are pre-planned, developed with care and are often delivered at formal and structured sessions. This method of communication is used in training students in colleges and also in seminars and workshops. Communication is used in training students in colleges and also in seminars and workshops. Advertisements on television channels are another example of audio visual communication.

Silence:

- Silence is also a method of communication. Silence refers to a state of wordlessness or verbal abstinence.
- Silence may express anger or atonement. Self inflicted silence conveys a powerful message. Silence may also convey a form of punishment.
- The word 'excommunication' refers to a state of deliberate cutting off of communication.
- There are indeed occasions when, by keeping quiet, one can say a lot.
- Silence can also be either deliberate or unintentional. Unexpected silence sometimes results in awkward situations.
- In personal communication and business communication, silence has a definite role to play.
- In dealing with irate customer, an employee would be well advised to observe silence and listen to the customer before reacting.
- Even legal system takes knowledge of silence as a method of communication.

LISTENING SKILLS

Communication is essentially a two way process. It is a process that involves at least two parties the sender and the receiver, or the speaker and the listener. Good listening creates a positive environment and motivates the communicator.

Nichol's has conducted a study on students and identified 100 students as good listeners and identified 10 principles of good listener.

- Area of interest must be found out by listener.
- The listener must always listen to content of the message not weakness of the speaker.
- The listener must not evaluate a message until and unless he truly comprehends it.
- The listener must look for central idea.
- The listener must be flexible as he should not expect the message to flow in certain sequences.
- The listener must fight distractions.
- The listener must be open minded
- The listener should be mentally alert to group the message
- As listening is difficult an individual should concentrate on the process.
- Listening is advantageous as thought processes are faster than talk processes.

Impact of Culture on Communication

"Culture can be defined as shared system of symbols,beliefs, attitudes, values, expectations and norms of behavior".

- The very nature of culture being automatic coherent and complete can lead the members of one culture to form negative attitudes about other cultures.
- **Ethnocentrism** is the tendency to judge all other groups according to your own group's standards, behaviors and customs. This should be avoided while communicating with other culture people.
- **Xenophobia** a fear of strangers and foreigners. Clearly, business people who take these views cannot interpret or convey messages successfully.
- **Stereotyping,** assigning a wide range of generalized attributes to an individual on the basis of membership in a particular culture or social group, without considering individuals unique characteristics. This should be avoided while communication with people of other cultures.
- **Cultural Pluralism** is the practice of accepting multiple cultures on their own terms.
- **Contextual Differences** Every attempt at communication occurs within a cultural context, the pattern of physical cues, environmental stimuli, and implicit understanding that convey meaning between two members of the same culture.

High Context Culture

- In a high context culture such as South Korea or Taiwan, people rely less on verbal communication and more on the context of non verbal actions and environmental setting to convey meaning.
- In high context cultures the rules of everyday life are not clear, instead as individuals grow up, they learn how to recognize situational cues and how to respond to them accordingly.
- In High Context cultures the primary role of communication is building relationships, not exchanging relationships.

Low Context Culture

- In a low context culture such as United States or Germany, People rely more on verbal communication and less on circumstances and cues to convey meaning.
- An English speaker feels responsible for transmitting the meaning of the message and often places sentences I chronological order to establish a cause-and-effect pattern.
- Exchanging information is the primary task of communication in low context cultures.

Overcoming Cultural differences or Improving Intercultural communication

- **Studying Other Cultures:** Learning a particular culture will help us to send and receive intercultural messages effectively.
- **Studying other languages:** By studying other languages we can minimize differences in intercultural communication.
- Writing clearly and speaking clearly will also reduce intercultural communication differences as majority of the differences will occur due to differences in written and spoken communication.
- Using of interpreters, Translators and translation software will help to reduce intercultural differences and promote intercultural relationships.

Importance of Communication:

Effective Communication is significant for managers in the organizations so as to perform the basic functions of management, i.e, Planning, Organizing, Leading and Controlling. Communication helps mangers to perform their jobs and responsibilities. Communication serves as a foundation for planning. All the essential information must be communicated to the managers who in-turn must communicate the plans so as to implement them. Organizing also requires effective communication with others about their job task. Similarly leaders as managers must communicate effectively with their subordinates so as to achieve the team goals. Controlling is not possible without written and oral communication.

Managers devote a great part of their time in communication. They generally devote approximately 6 hours per day in communication. They spend great time on face to face or telephonic communication with their superiors, subordinates, colleagues, customers or suppliers. Managers also use Written Communication in form of letters, reports or memos wherever oral communication is not feasible.

Thus we can say that "effective communication is a building block for successful organizations". In other words, communication acts as organizational blood.

The importance of communication in an organization can be summarized as follows:

- Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark.
- Communication is a source of information to the organizational members for decision making process as it helps identifying and assessing alternative course of actions.

- Communication also plays a crucial role in altering individual's attitudes. i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in molding employee's attitudes.
- Communication also helps in socializing. In today's life the only presence of another individual fosters communication. It is also said that one cannot survive without communication.
- As discussed earlier, communication also assists in controlling process. It helps controlling organizational member's behavior in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling functions of management.
- An effective and efficient communication system requires managerial proficiency in delivering and receiving message. A manager must discover various barriers to communication analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization.

7C's in Communication:

There are 7 C's of effective communication which are applicable to both written as well as oral communication. These are as follows:

Completeness- the communication must be complete. It should convey all facts required by the audience. The sender of the message must take into consideration the receiver's mind set and convey the message accordingly.

- A complete communication has following features.
- Complete communication develops and enhances reputation of an organization.
- Moreover, they are cost saving as no crucial information is missing and no additional cost is incurred in conveying extra message if the communication is complete.
- A complete communication always gives additional information wherever required. It leaves no questions in the mind of receiver.
- Complete communication helps in better decision-making by the audience/readers/ receivers of message as they get all desired and crucial information.
- It persuades the audience.

Conciseness-Conciseness means wordiness, i.e, communicating what you want to convey in least possible words without forgoing the other C's of communication. Conciseness is a necessity for effective communication.

Concise communication has following features:

- It is both time-saving as well as cost-saving
- It underlines and highlights the main message as it avoids using excessive and needless words.
- Concise communication provides short and essential message in limited words to the audience.
- Concise message is more appealing and comprehensible to the audience.
- Concise message is non-repetitive in nature.

Consideration- Consideration implies "stepping into the shoes of other". Effective communication must take the audience into consideration, i.e. the audience's view points, background, mind-set, education level, etc. Make an attempt to envisage your audience, their requirements, emotions as well as problems, ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify your words in message to suit the audience's needs while making your message complete.

Features of considerate communication are as follows:

- Emphasize on "you" approach.
- Empathize with the audience and exhibit interest in the audience. This will stimulate a positive reaction from the audience.
- Show optimism towards your audience. Emphasize on "what is possible" rather than "what is impossible". Lay stress on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

Clarity- Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once.

Clarity in communication has following features:

- It makes understanding easier.
- Complete clarity of thoughts and ideas enhances the meaning of message.
- Clear message makes use of exact, appropriate and concrete words.

Concreteness- Concrete communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence.

Concrete message has following features:

- It is supported with specific fact s and figures.
- It makes use of words that are clear and that build the reputation.

- Concrete messages are not misinterpreted.

Courtesy –Courtesy in message implies the message should show the sender's expression and should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic.

Courteous message has following features:

- Courtesy implies taking into consideration both viewpoints as well as feelings of the receiver of the message.
- Courteous message is positive and focused at the audience.
- It makes use of terms showing respect for the receiver of message.
- It is not at all biased.

Correctness- Correctness in communication implies that there are no grammatical errors in communication.

Correct communication has following features:

- The message is exact, correct and well-timed.
- If the communication is correct, it boosts up the confidence level.
- Correct message has greater impact on the audience/readers.
- It checks for the precision and accurateness of facts and figures used in the message
- It makes use of appropriate and correct language in the message.

Awareness of this 7 C's of communication makes us an effective communicator.

Oral communication:

Oral communication implies communication through mouth. It includes individuals conversing with each other, be it direct conversation or telephonic conversation. Speeches, presentations, discussions are all forms of oral communication. Oral communication is generally recommended when the communication matter is of temporary kind or where a direct interaction is required. Face to face communication (meetings, lectures, conferences, interviews, etc.) is significant so as to build a rapport and trust.

Advantages of Oral Communication

- There is high level of understanding and transparency in oral communication as it is interpersonal.
- There is no element of rigidity in oral communication. There is flexibility for allowing changes in the decisions previously taken.
- The feedback is spontaneous in case of oral communication. Thus, decisions can be made quickly without any delay.
- Oral communication is not only times saving, but it also saves upon money and efforts.

- Oral communication is best in case of problem resolution. The conflicts, disputes and many issues/differences can be put to an end by talking them over.
- Oral communication is essential for teamwork and group energy.
- Oral communication promotes a receptive and encouraging morale among organizational employees.
- Oral communication can be best used to transfer private and confidential information/matter.

Disadvantages/Limitations of Oral Communication

- Relying only on oral communication may not be sufficient as business communication is formal and very organized.
- Oral communication is less authentic than written communication as they are informal and not as organized as written communication.
- Oral communication is time-saving as far as daily interactions are concerned, but in case of meetings, long speeches consume lot of time and are unproductive at times.
- Oral communications are not easy to maintain and thus they are unsteady.
- There may be misunderstandings as the information is not complete and may lack essentials.
- It requires attentiveness and great receptivity on part of the receivers/audience.
- Oral communication (such as speeches) is not frequently used as legal records except in investigation work.

Written Communication:

Written communication has great significance in today's business world. It is an innovative activity of the mind. Effective written communication is essential for preparing worthy promotional materials for business development. Speech came before writing. But writing is more unique and formal than speech. Effective writing involves careful choice of words, their organization in correct order in sentences formation as well as cohesive composition of sentences. Also, writing is more valid and reliable than speech. But while speech is spontaneous, writing causes delay and takes time as feedback is not immediate.

UNIT-2

MANAGING ORGANIZATIONAL COMMUNICATION

Management is an art and science of getting things done through people, organization is a facilitator to the managers to get things done conveniently and effectively through people.

- The top level in a managerial hierarchy defines the institutional goal and accordingly formulates the work to be performed to achieve the determined target.
- The next level executive assumes the responsibility of transforming the work into jobs with concise definitions.
- The jobs in turn are split into minute tasks which are convenient to business handled by the individuals.
- Once these tasks are defined and identified the managers create a framework of relations between these tasks to conceive and co-ordinate conveniently towards institutional goals.
- Now people are appointed and given tools and technology and authority to make tasks operative.
- These tasks, people, tools and technology constitutes a framework called "Organization" the core part of the business management.

Organization and its structure from the basic framework for managerial process. Different authors on the basis of relations between people and the tasks defined organization in the following way.

- Specific pattern of relationships those managers create in the process of organizing managerial functions. It is a framework that managers device for dividing and coordinating the activities of members of an organizations.
- "Organization is formalized intentional structure of roles or position."
- An organization is defined as a deliberately established social unit composed of people who coordinate their activities to achieve common objectives".

Management functions in communication process

Functions like control; direction, planning, and motivation are called "management functions" and are essentially the functions of the communication process.

Planning

Futurity of things thought at present is termed as planning. It is a thinking and creative process. It is deciding in advance what is to be achieved. It is not a task of individual but a group composed of functional heads and other concerned people. Planning involves interviews, discussions, exchange of ideas to finalize a plan.

Organization

Organizing things like Men, Material and Machines involves communication. It consists of formal communication, grapevine, downward and upward communication; horizontal communication has its origin from top management by way of orders, instructions, rules, objectives etc. upward communication flows from lower levels by way of complaints, suggestions, advice, feedback etc.

Controlling

Controlling function of the management is to see things that are going on as per schedule. Measuring actual performance against set standards, analyzing deviations and remedial action etc…. involved in written and oral communication.

Direction

Directing involves and imports instructions, issuing orders to the support staff, communicating rules, objectives, and procedures, guidelines, motivation and supervising them. A successful manager always develops an effective system of communication so that he may issue instructions, receive the reactions of the receiver of the information, guide and motive them. Directing functions helps the manager to guide and influence the work to subordinates.

Co-ordination

In a business enterprise there are a large number of people working in different departments or sections with different types of authorities and levels. In this everyone has to contribute towards a particular objective. Through co-ordination only it is possible achieve organizational goals and effective communication helps in better co-ordination.

Formal Communication

Formal communication is closely associated with a formal organizational structure. The communication flows through formal channels, i.e., officially recognized positions along the line in the organization. It is the path of the line of authority linking two positions in the organization. It is also known as the chain/line of command. All downward, upward and horizontal communications flow through this chain.

Advantages of Formal Communication

- It helps in maintaining the authority of line executives over their subordinates.
- An immediate superior has direct contacts with the subordinates; source, a better understanding is developed between them.
- Since an executive is better informed about the organization and its problems than the subordinates.

Disadvantages of Formal Communication

- Every happening in an organization cannot be foreseen; hence, action required for unforeseen events cannot be formalized.
- It increases the workload of the line superior because all communications are transmitted through him
- There are more points for filtering the messages because there is a long line of superiors from the top to the bottom and, at every point, the message is filtered of distorted.
- There are more chances of red-tapism and delay tactics in this method.
- In most of the big organizations, contacts between the top executive and the subordinates at the lowest level are far remote.

Informal communication

Informal communication, also known as the grapevine, is not a planned or deliberately created channel of communication. it is free from all formalities. No formal organizational chart is followed to convey messages. If is based on the informal relations of the two persons, the sender and the receiver of communication.

Advantages of Informal Communication

- The communication travels at a faster speed because there is no formal line of communication.
- It is multi-dimensional.
- It is dynamic and reacts quickly because of informal channels.

Disadvantages of Informal Communication

- It very often carries half-truths, rumors, and distorted facts at an alarming rate of speed.
- Sometimes, the messages communicated through informal channels are source erratic that any action based on these cannot be taken.
- In informal communications, there are greater chances of distortion of messages.

Types of Grapevine of Informal Communication

Four types of informal communications have been identified: 1) single strand 2) gossips, 3) probability, and 4) cluster. In single strand network, the individual communicate with the other individual through intervening persons. In other words, each person tells the other in sequence, i.e., one tells one. In gossips, one individual tells others on a non-selective basis, i.e., one tells all. In probability, the individual tells other individuals randomly according to the law of probability. In cluster type network, the individual communicates with only those individuals whom he trusts. Research shows that, out the four, cluster chain is the most popular form of informal communication.

DOWNWARD COMMUNICATION

Downward communication flows from the top of the organization through various level to the bottom along the scalar chain. Such communication relates to

- Orders and instructions relating to a job
- Organizational policies, rules, programmes and procedures.
- Directions about understanding a job and its relationship with other jobs.
- Feedback of subordinate's performance
- Reprimands and criticisms, and
- Questions inviting upward communication.

Strengths

- Downward communication helps in explaining the organization's policies, plans, and programmes, work methodology and other necessary information, to the members of the organization.
- It is used as a means to control the activities of the subordinates by intimating to them the quality of their performance on the jobs.
- Helps the subordinates to know what is expected from them.

Weakness

The major weakness of downward communication is that the information has to pass through various hierarchical levels, and is interpreted and reinterpreted each intervening level. The message may possibly reach the bottom in a distorted and changed shaped.

UPWARD COMMUNICATION

Upward communication is just the reverse of the downward communication. if flows upwards from subordinate to the superior through middle managerial level along the line. Such communication is of two types.

- Feedback of information in which subordinates covey a message to the top executive in response to the latter's original communication.
- Voluntary communication from the subordinates to convey their complaints, grievances, suggestions and opinions. It may also include innovative ideas, reaction to a particular policy, rules, or behavior of any person on the job.

Strengths:

- It helps the top to know the attitudes, behavior, opinions, actions and feelings of the workers on the job. On the basis of such information, the management may improve its behavior, introduce motivational and other plans in the organization, and improve is controlling function.

- It crates confidence and trust in the superiors.
- It develops confidence among subordinates that they can convey their feelings, grievances, complaints, suggestions, opinions, etc….. to the top and can contribute more to the achievement of organizational ojectives.

Weaknesses:

- The top management is quite unwilling to listen to the juniors in the hierarchy. It may contain negative points which adversely affect the person at the intermediate level.
- The subordinates are afraid of action being taken against them if they express views which are not to the linking of their superiors.
- There is a general feeling among subordinates that the management is not interested in the problems of the employees.
- Most subordinates lack social and verbal skills.

HORIZONTAL OR LATERAL COMMUNICATION:

This type of communication refers to communication between various departments or units representing the same level, or people within the same or different departments, without having a superior-subordinate relationship. If flows between persons at the same hierarchical level. The main object of this type of communication is to conceives-ordinate the efforts of different department's performing different but related activities.

Strengths:

- It helps in coordinating the activities of different departments at the same level.
- Different departmental heads may sit together and thrash out problems of wastage of time, money, labour, and materials.

Weaknesses:

The main problem in lateral communication, which very often arises, is the difference in approach and vision of different functionaries who advocate things from their own angles; this affects the productivity and efficiency of the organization adversely.

INTERPERSONAL COMMUNICATION:

- Interpersonal communication skills are an important facet of the process of communication and as such are extremely relevant for achieving personal as well as professional success.
- Interpersonal communication refers to face-face or person-to-person communication it is often direct and interactive.

- The message is orderly communicated with the help of words as well as through non-verbal communication, encompassing body language, spacing, facial expressions, tone, gestures, and action.
- Interpersonal communication involves the effective use of verbal message plus body language.
- Interpersonal communication has come to acquire particular significance in all people oriented situations, large organizations which employ people at various levels lay particular emphasis on building interpersonal or people related communication skills.
- Effective interpersonal communication calls good insight into human behavior and a clear understanding of how people are likely to react to under different situations.
- Interpersonal skills have also come to acquire relevance as part of the HRD efforts of large and small organizations.
- People with god interpersonal communication skills are considered an asset to any organization.
- Good leaders consciously develop all these verbal and non-verbal skills and use them successfully in dealing with a variety of people and situations.
- They use their interpersonal communication skills to create the desired impression, both positive and negative as the case may be.
- The words they choose, the way in which they express them, the tone, the gestures, and the action in totality are all impact creating, in any relationship building exercise, consciously or otherwise.
- Some other essential sills relevant for effective interpersonal communication are the ability to win trust, build rapport, ask the right questions, and elicit full details.
- Effective interpersonal communication involves creating the right impression and communicating the intended message convincingly.
- This calls for sincerity in approach and bringing in transparency in communication. It means asking the appropriate questions in an appropriate manner, and making the other person confide to you.
- It means breaking a person’s reluctance. When we think of counseling negotiation, hearing of appeals, personal interviews etc., and extra communication skills would be involved. They have to be developed with conscious efforts.

INTRA PERSONAL COMMUNICATION:

- The word ‘intra’ means inside or within. In contrast to interpersonal communication. Which implies communication with the other person, intra personal communication implies with the self.

- It refers to communication within the self involving the process of thinking and feeling. Intra-personal communication is a method of communication that helps every person to communicate with himself or herself.
- It helps in clarifying what is known as the self-concept. It is basically an inward looking exercise.
- Intrapersonal communication can also be understood as self-talk. Self-talk is recognized as the verbal side of thinking.
- There is indeed a positive side of self –talk. Self-talk, also recognized as self-dialogue or inner speech is what you say to yourself during your working hours.
- It is necessary to create self-awareness about self talk. Such awareness helps analyze self concepts, and overcome negative feelings.
- Self-talk, properly used, can help in overcoming emotional distress. Effective intrapersonal communication relates to the art of the thinking, planning, and interpreting ideas and messages in a positive manner.
- Interpersonal communication would also relate to the voice of conscience. This voice can play a significant role in the lives of individuals.
- It emphasizes the values and the ethical dimension in organizations. It brings therefore the rational or the logical side of the business transaction, and helps exercise the much needed restraint in communication.
- Through conscious efforts, one learns to talk to one self so as to bring out positive response.
- One cannot really communicate effectively with the outside world, unless one masters the art of communicating effectively with one self.
- In that sense, intrapersonal communication is a necessary precondition for effective interpersonal communication.
- Good communication depends upon positive outlook. Self-talk prepares the ground for this. Those who talk to themselves are not necessarily crazy or mad.
- They are those who make effective use of yet another dimension of communication.
- Before making an important speech or attending a crucial meeting or responding to a provocative situation, you may take time to talk to yourself strengthen you to exercise restraint and eschew anger or sarcasm.
- To quote Abraham Lincoln, “when I am getting ready to reason with a man, I spend one-third of my time thinking about myself and what I am going to say and two-thirds about him and what he is going to say”.

- Intrapersonal communication, used effectively, provides the right balance, orientation and frame of judgment in communicating with the outside world.

Models for interpersonal Communication

Exchange Theory:

- Exchange theory provides a conceptual framework by considering what is being exchanged in inter personal relations.
- This concept holds that interpersonal motives depend on the reward value gained from the relationship and that individuals involved in a relationship need to feel that each person is contributing equally and the rewards are equal to what is given.
- If over a period of time one person feels he or she is contributing too much or too little to a relationship, that person is likely to discontinue that relationship.
- In this theory one can view inter personal act as commodities to be exchanged. Such commodities would include information, expertise, status, love and money.

Johari Window

- The Johari window is a theory developed by Joseph luft and Harry Ingham. It is one of the popular tools for examining the dynamics of the interaction between self and others. Johari window describes the information flow between two persons.
- Let us imagine a window framework. Inside the frame is everything there is to know about the person-his opinions, feelings, likes and dislikes, goals, needs etc. We are not aware of everything about ourselves.
- We learn more about ourselves all the time. The people with whom we have relationships do not have full knowledge of us either.
- The johari window is a model for examining those areas of a person which are known and those areas which are not known to the person and others.
- The johari window divides knowledge about individual into 4 areas according to the degree of self knowledge and the knowledge others have of the individual.

Arena:

- The arena contains those aspects of a person about which both the individuals and the others are aware.
- This area is termed as "Open area". It represents the image one presents to the others. One is largely defined by the roles and activities one pursues, such as students, house wives, business person, father etc.

Blind Spot:

- This area contains those aspects of a person about which one is unaware of oneself but the others are aware of them.

- This area is also called as Bad breadth area. Blind spot is the area where others know about our weaknesses due to our over sharing of ideas about ourselves.

Façade:

- This third area contains a person's fears, troubles, and negative feelings, that one possess. These feelings are not disclosed by the person because he thinks that he might be rejected by others by sharing those feelings.

Unknown:

- The fourth part is completely unknown to the person himself and to the other also. This part of the person has not been revealed because the person has not put himself in the situations which reveal it.
- The fourth window situation will arise and result in on the spot visualization. For example if one has never been under extreme stress, how one would react under extreme stress is unknown both to one self and to others. These four areas are interrelated and may change size in the process of interpersonal relations and personal growth.

Johari Window

	Known to self	not known to self
Known to others	Arena	Blind Spot
Not known to others	Facade	Unknown

Transactional Analysis:

- Transactional refers to the examination or study of transactions which take place between two individuals.
- A transaction is primarily a unit of social intercourse. When a person does or says something to the other person which in turn becomes a stimulus for the first person to react.
- Such interactions between people are called transactions. An analysis of these transactions may provide clue to the behavior of individuals as well as groups.
- Transactional analysis was originally developed by Eric Berne a famous psychotherapist. In order to understand Transactional analysis Ego states and life positions and types of transactions should be considered.

Ego states

Ego state refers to an individual's behavioral makeup. It is consistent pattern of feelings, thinking and behavior. There are three types of ego states.

Parent Ego State

- The values and behavior of parents are recorded in the mind of the child and these become the parental ego state of the personality.
- A person acting with parent ego tends to be over proactive, authoritative, impatient and upright. He refers to laws and rules, raises finger to show displeasure.

Adult Ego State:

- The adult ego state is reflected in behavior which is rational, analytical and logically weighing the pros and cons of a decision making situation.
- It is balanced maturity involving comparisons and analysis of facts and figures.

Child ego state:

- To child ego state is characterized by emotion, impulsiveness, anxiety, fear and conformity, it reflects early childhood conditions and experiences of an individual.
- It is open to change, seeks guidance and does not mind monitoring.

Life Positions

Life positions or psychological positions refer to the dominant philosophy of an individual.

I am OK You are Ok

- This is the ideal life position as it is rational based on adult ego state. It may be developed due to large number of ok experiences in the family and the society.
- People with this life position show confidence and competence and feel that life is worth living. They can control their feelings and emotions of others.

I am Ok you are not Ok

- This position is found among people who feel victimized. They have been victims of very rude behavior of parents during childhood and look up the whole world as their enemy.
- They blame others for their miseries and do not trust others. Mangers of this life position are too much task oriented and they do not care for the feelings, emotions of others.

I am not Ok You are Ok

- This position is found among persons who feel powerless in comparison to others. Managers with this position tend to be too much relations oriented. Their feelings and emotions guide their actions.

- They often use their bad feeling as an excuse to act out against other. They are unpredictable and erratic.

I am not Ok You are not Ok

- This is desperate life position found is persons who are seriously neglected by their parents and are brought up by servants. They are indifferent towards people and objects and feel that life is not worth living at all.
- In extreme cases they commit suicide or homicide. They are neither task oriented nor relations oriented.

Attitude towards self

Attitude towards others

I am Ok You are Ok	I am Ok you are not Ok
I am Not Ok You re Ok	I am not Ok You are not Ok

UNIT-3

Managing Motivation in Interpersonal communication

Shutz (1976) has suggested that there are three basic interpersonal needs or motives which underlie all interpersonal behavior. These three basic needs are Need for inclusion, Need for affection, Need for control. Interpersonal motivation can be discussed in terms of these three basic needs.

The Need for Inclusion

- The need for inclusion is concerned with having people to interact with who pay attention to you and what you have to say.
- This need is noticeable each time you enter a new group of people.
- People learn to deal with their need for inclusion in one of three basic ways.
- The people who deny their need for inclusion by remaining detached from other. These are the **Under Social Type.**
- They maintain distance between themselves and other and tend to be social isolates rarely initiating or even accepting interpersonal interactions with others in the organization.
- A manager who maintains such aloofness is likely to experience poor interpersonal communication even when he or she does interact with others.
- The **Over Social Type**of person learns to deal with inclusion needs by constantly interacting with others.
- Such persons attempt to focus attention on them by exhibitionist-type behavior or by acquiring some special status.
- Over social managers are likely to spend so much time demanding attention that they neglect other things.
- Subordinates may attempt to gain favor with such mangers through paying attention to them rather than through completing tasks.
- Thus, the need for inclusion is expressed unclearly, resulting in low task orientation.
- The third type of manger is the **Adaptable-Social Type**. This type can be a high participator or low participator in a group depending on the situation.
- Such managers are comfortable being with people and are also comfortable being alone.
- They have resolved the need for inclusion in a constructive way so that they can maintain identity and individuality.

The Need for Control:

- The interpersonal need for control can also be discussed in terms of three types of people.
- There are those people who have learned to avoid interpersonal situations in which they have control of others.
- This type of manager is one who does not like to make decisions which affect other people and generally makes a poor leader.
- Such managers are happiest when others control them by making decisions for them.
- "Unconsciously" they feel incompetent and seek to avoid situations in which they will have to face these feelings of incompetence.
- Second, there are those people who are comfortable only when they are controlling others.
- Managers of this type seek to dominate other people as a way, perhaps, of proving to themselves that they are competent.
- People of the third type feel comfortable both in situations where they control other and in situations where others have control over them.
- Mangers with this orientation do not feel it necessary to constantly assert their competence; nor do they refrain from leadership positions when such positions are appropriate.
- The need for control can also affect intergroup relations.

The Need for Affection:

- The third interpersonal need, that of affection, also involves three types of people.
- First are the people who deny their need for affection.
- Managers of this type may be openly antagonistic or may remain emotionally distant from other by treating everyone the same, not singling anyone out with whom they become especially close.
- They feel unconsciously that they are not worthy of being loved and thus are determined to avoid situations where people may express their feeling toward them.
- People of the second type also fear that they are not worthy of being loved. They react to this by trying to please everyone.
- Unfortunately, the more they seek the approval and love of others, the less likely their attention to others with their attention to task.

- Managers of the third type in the affectional area, the ideal type, are those who feel comfortable being close to other people but who also are able to understand that they are worthy persons even if some people do not want to be close to them.

Effect of Inter personal Perception upon communication

- Interpersonal perception includes an intuitive awareness of truth of immediate belief about something.
- Interpersonal perception comprises about guesses about the other persons motives, feelings etc.
- It is often inaccurate because a given interpersonal act may be motivated by one of several motives.
- In addition to the ambiguity or the interpersonal act, there are numerous acts of the perceiver which tends to influence how the interpersonal act is perceived.
- One's own interpersonal motives towards the other person may influence ones perception. What the interpersonal act would mean if one had made it influences ones perception.
- Finally the individual's stereotype of the group or class or class of people represented by the person with whom he or she is interacting is also likely to influence his or her perception.
- For example if either person is a union member, the manager's stereotype or image OG union members is likely to influence the mangers perception.
- Superior subordinate relations are often characteristics by faulty perception.
- Is the case because both social norms and the power of the superior act to inhibit the subordinate's openness to the superior.

Role of Emotion in Interpersonal Communication

Role of emotion can lead to breakdown in communication. This is because feelings influence interpersonal perception and interpersonal motives. In fact the expression of any interpersonal communication reflects the individuals feeling. If people are unaware of their feeling, they are unaware of a significant aspect of what they are communicating.

In addition to the fact that expressing feelings as they occur tends to reduce irrationality and confusion, the expression of one's feelings acts to bring other feelings to consciousness.

The identification and constructive use of negative emotions pose special problems in interpersonal communication. They are fear and anger.

Fear in Interpersonal Communication

Fear is an anticipation of future pain. If one is paying attention to what might happen rather than to what is presently happening one's ability to respond to the situation is impaired.

It is unproductive element. It does not help to an individual. The individual should fight against fear and frightened things again and again to reduce the fear. The best solution is repetition.

The only way of reducing the fear is by speaking to a group and performing well. In that event the manager will be reinforce for this action and will be less likely to avoid the situation. By speaking on numerous occasions the manager's ability as a speaker should improve. Yielding additional reinforcement and thus strengthening his or her positive feelings about speaking to a group and decreasing fear.

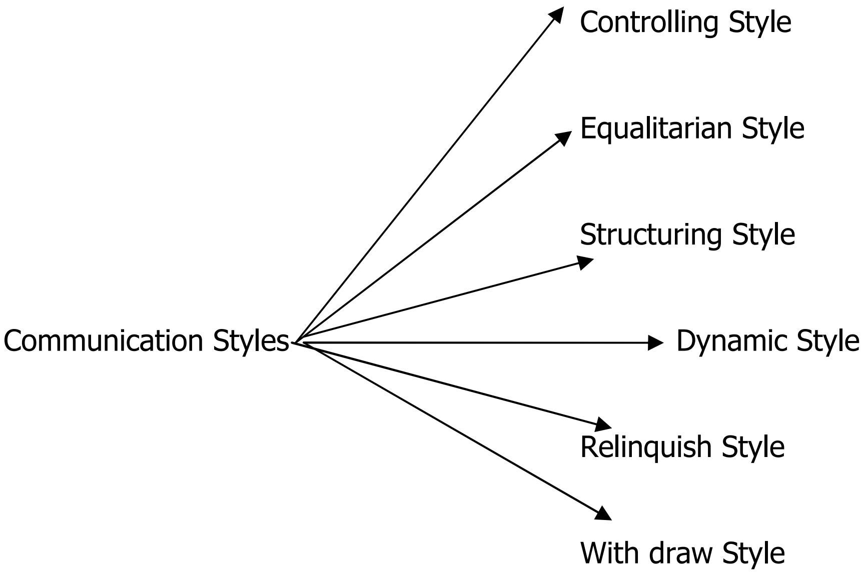
Anger in Interpersonal Communication

The norm in our culture and certainly in the culture of business is to avoid the expression of anger or control one's anger. This may be determined in many ways even in business. If the person cannot directly express anger, it is likely to the expressed indirectly.

The anger shows different influences on interpersonal communication. Different styles are followed in anger by the individuals in the organizations.

COMMUNICATION STYLES

"Style is a specialized set of behavior unique to a certain situation".



For certain situation the individuals reacts in a certain specialized manner then it is known as style which is unique. An individual shows different types of styles for different types of situations. As said every individual may not divided for a single style. They exhibit certain styles according to the situation.

The Controlling Style:

It is always only a one way communication, the superior wishes to put his subordinates under his control. He rarely trusts the others. He always tries to be very dominant in nature. He never tries to take feedback. All the decisions will be taken by the individual. He will never delegate the decision making to the other. Every time he will do what he wants to do. This kind of styles is known as controlling style.

- In the controlling style the communication is usually one way.
- In the controlling style the communicators are directive, demanding and controlling.
- In this style the communicators insist that their ideas be tried first.
- In this style the communicators persuade others to follow their course of action.
- In controlling style the communicators use power and authority in gaining compliance.
- In this particular style the communicators may use manipulation.

The Equalitarian Style:

This style is which we can call as a two way communication. Communication will occur equally between two people. A manager following this style gives equal importance to the ideas of subordinates. It is called as equalitarian style. It is good to follow. Here disputes are less sand the importance is given to decision making. Everyone has to accept decision in order to implement it, but it is not useful in emergency situations.

- In the equalitarian style the communication is two way.
- In this style the communicators stimulate and draw out the thoughts and intents of others.
- In this style the communication is free and fluid.
- In this style atmosphere is one of mutual understanding and personal interest.
- The communication is friendly and warm.

The Structuring Style:

The superior always asks about rules and regulations and the role of every individuals work. He will always talk about policies, procedures and goals of the organizations. It can be used in production and manufacturing areas in an organization.

- In this style the communication is oriented towards systematizing the environment.

- The communicators influence others by citing the standards, procedures, or rules which apply to a situation.
- Communication is directed towards clarification of the structure or establishing structure for a problem.

The Dynamic Style:

The person who is adjusting according to the changes is known as dynamic. It is always followed by young and aggressive individuals. They have the ability to handle and kind of situation. They are willing to change any emergency situation.

- The communicators are brief and to the point.
- The communicators are frank and direct.
- The communication content is pragmatic and action oriented.

The Relinquish style

Relinquish means giving away ones work. They did not do any work in routine manner. They use or thing in clever way rather than others. They are well experts in to getting work from others.

- The communicators submit to the desires of others.
- The communicators comply with the other person's point of view.
- The communicators are receptive to other people's ideas and contributions
- The communicators shift responsibility to the other person.
- The communicators assume a supporting role.

The Withdrawal Style

It is a style of communication in which an individual stops communicating to another person. If a person feels that he may not handle any work or project they withdraw from that particular work. This sometimes arises due to emotional imbalance. We call this style as a with drawl style.

- Communication process is avoided in this style.
- No influence is sought or desired.
- An independent rather than interactive approach to decision making is used.
- The communicators avoid the subject under discussion by talking about something else or by shifting a verbal attack of the other person rather than responding.

COMMNUCATION BARRIERS/BARRIERS OF COMMUNICATION

The word "barriers" means hindrances or hurdles or difficulties or problems. There are several categories of barriers causing breakdown in the communication.

The main barriers are organizational, managerial, psychological and language. The barriers are discussed below.

1. **Organizational Barriers:**

   These barriers arise when duties and lines of authority are not clearly defined.

   a) **Policy:** Broad objectives and policies of the organization are laid down by the top management. Policy is generally in writing. If the policy is not supporting in the free flow of communication it acts as a barrier in the smooth flow of communication.

b) **Rules and Regulations:** Organizational rules and regulations sometimes work as obstacles for transmitting a message. It causes problems in free flow of communication.

c) **Status and Position:** Status and position block the flow of communication particularly in upward flow. The reasons are non-listening attitude of superior due to their position. It is one of the powerful barriers.

d) **Facilities:** The management must provide minimum facilities for effective communication. Facilities like typing pool, media, mechanical instruments etc should be provided. If the facilities are less proper communication is not possible.

2. **Semantic Barriers:**

   Problems of language are called "Semantic Barriers". Different individuals may have different educational and literacy backgrounds. It is always a problem in communication between supervisors, executives, skilled and semiskilled etc. perception capacity differs from person to person.

   a) **Badly expressed message:** The absence of clarity and precision in the subject matter of communication results in a badly expressed message. The communication which causes for lack of clarity are using unfamiliar words and complex words, jargon, lack of unity and coherence, poor language. Poor construction of sentences.

   b) **Unclarified assumptions:** The unclarified assumptions may not be clear to the receiver. It may lead to delay in decision making, loss of goodwill and taking no action.

   c) **Jargon Language:** Jargon language which is special to science, technology, law, commerce etc is known as jargon language. Special and technical personnel often use technical language of their own. This leads to isolation and limited communication and acts as a communication barrier.

3. **Personal Barriers:**

   a) **Regard and attitude:** The regard and attitude of the superiors towards subordinates in connection with communication may affect the flow message. Seriousness in non-listening attitudes of the superiors, desire to keep or with hold message etc. These types of people feel that responding to subordinates will lower their prestige.

b) **To maintain authority:** Managers often underrate the understanding and intelligence of the subordinates. They try to hold the information and wholly coming down the downward communication or down line.

c) **Self-Satisfaction:** Superiors write the message with their self-satisfaction and their ideas. They did not see for problems. It causes barriers.

d) **Yes Superiors:** Subordinates agrees to superiors in so many areas. Subordinates did not require clarification and not express any expressions. They simply says yes boss.

e) **Lack of time:** No time or lack of time will act as barrier for communication. They did not spare considerable time to talk to subordinates. If causes for breakup in communication.

f) **Principle of proper channel:** In formal way the communication passes through proper channels. Superiors are generally known for direct communication. Because channel of communication causes for delay. It is one of the barriers of communication.

g) **Message overload:** The effect of overload may be omission of message, errors, delay, filtering and approximation. They are barriers to communication.

4. Psychological Barriers:

The Psychology of the employees in the organization relating to the security of job, dignity, peace of mind etc.

a) **Distrust of communication:** The superior have less trust on their subordinates. According to that only subordinate makes delay in decision making etc.

b) **In attention:** At the time of passing any message the superiors do not listen properly, the subordinates also did not show attention. If both are attentive then barriers did not occur.

c) **Premature evaluation:** Premature evaluation of the message results in barriers of communication. The communication should be understood by listening completely.

d) **Failure of communication:** There are many reasons to failure of communication such as "laziness", "everybody knows". Inform later". It causes to breakup in communication.

e) **Emphasis on written message:** Undue reliance on written message is equally serious in effective communication. So management should not insist on company's view points and policies through sleek, easy to read, well-illustrated publications.

5. **Other Barriers:**
    - a) **Resistance to change:** if a person listens to new idea, he may filter-in-rejecting new ideas or interprets them according to his own convenience. Resistance to change is an important obstacle.
    - b) **Perception:** every one interprets, evaluates the information received from his own point to view. Lack of uniformity in perception or understanding is a great problem in communication and acts as a barrier.
    - c) **Closed Minds:**The expression "closed minds" refers to thinking tendency of the people that they know everything about the issues and inhibits communication. They did not come with new ideas.
    - d) **Fear:** Subordinates fear their superiors who have in turn to depend on subordinates for information.
    - e) **Lack of ability to communicate:** All communicators do not have the same skills to communicate. Oral communication needs special skills compared to written communication. The lack of communication creates barriers in communication.

      The above mentioned points are all causes to the barriers in the communication process in the organization and human life.

GATE WAYS TO EFFECTIVE COMMUNICATION

The gateways for effective communication are as follows:

Interpersonal Trust:

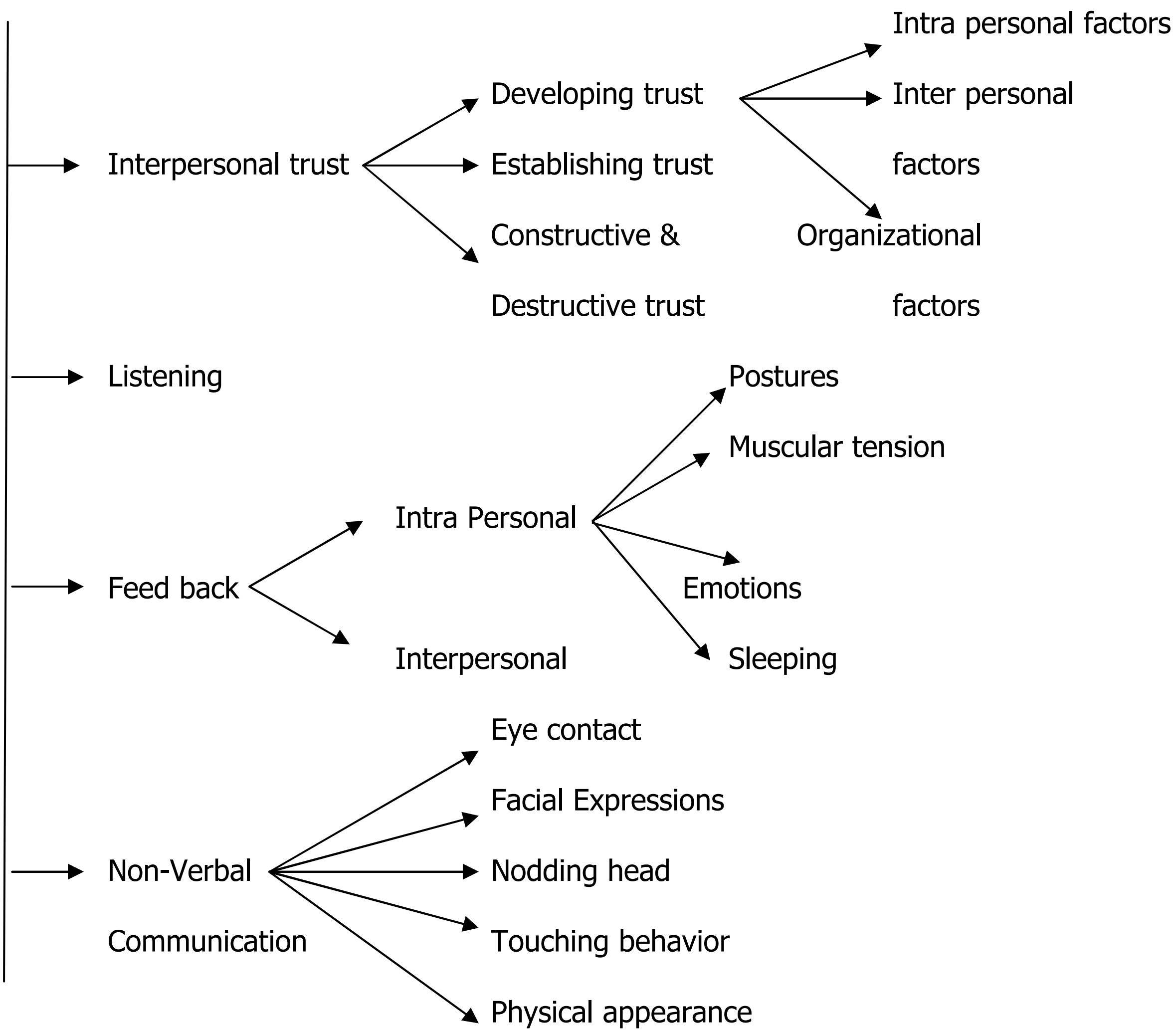
It is one of the key elements for effective communication. Lack of interpersonal trust leads to defensiveness.

- a) **Developing Trust:** this trust is a kind of element. It will develop basing on different kinds of situations. To develop the trust the following will influence.
    - *Intrapersonal factors*: These are nothing but childhood experiences that will be developed along with the time period. Intra personal factors affect interpersonal factors.
    - *Interpersonal factors*: If the two persons are communicating, if one feels that the other is not trustable. It will affect the further communication.
    - *Organizational factors*: the working environment within an organization should help at improving trust between the members in the organizations.

b) **Establishing Trust:** Any kind of trust cannot develop in a couple of days. Establishing trust requires repetition of the same situation which helps in building a trust relationship.

c) **Constructive and Destructive Trust Cycle:** If we have a high trust on an individual then it causes to effective performance or communication with that person. He feels that he wants to prove himself. It is called as constructive cycle.

If we have low trust means than it causes ineffective communication. So that he do not want to do anything in effective way. We call as destructive trust cycle.


Interpersonal trust
Developing trust
Establishing trust
Constructive & Destructive trust
Intra personal factors
Inter personal factors
Organizational factors
Listening
Feed back
Intra Personal
Interpersonal
Postures
Muscular tension
Emotions
Sleeping
Non-Verbal Communication
Eye contact
Facial Expressions
Nodding head
Touching behavior
Physical appearance

2. Listening:

Refer the 1st unit listening skills topic.

3. Feedback:

Feed back is the information that the sender gets to evaluate the effects of his or her own communication.

a) Intra Personal feedback: knowing for your self is known as intra personal feedback.
    - **Postures:** The way you sit, the way you walk that indicates what type of personality you are.
    - **Muscular Tension:**It indicates that where you are reads differently like with fear.
    - **Emotions:** They use to be calculating the emotion feelings in you.
    - **Sleeping:** How you are irregularity to the sleep.

b) Interpersonal feedback: the actual definition of feedback will apply to interpersonal feedback.

Initiating feedback:

- Tell to them to give a feedback
- Identify the areas in which you want feedback
- Encourage the people to give feedback.
- Watch non-verbal areas
- Use silence to encourage feedback.

Giving feedback:

- While giving feedback it should be descriptive not evaluative.
- If the feedback is wrong mean it affects the communication process.
- Feedback should be directed towards the behavior that the individual can do something about.

4. Non-Verbal Communication:

80% communication can do by non verbal communication by using of different types in non verbal communication. By using of non-verbal communication we pass the information or express the message. By using like facial expressions, body language, nodding the head, voice, appearance of the person. All these are useful to effective communication. These all are different gate ways to the effective communication.

UNIT-4

BUSINESS WRITING SKILLS

Business correspondence is an important branch of communication system. Correspondence may be defined as communication by means of letters. Letters is the most popular and widely accepted means of written communication among individuals, institutions, business enterprise and the government, irrespective or their size and location.

Letter is defined as a written communication transmitted to the receiver by means of post office. Letter is a piece of conversation by post. Thus letter is a type of written communication addressed to a particular person of institution, transmitted through a mechanism of post office network, connected regionally and globally.

Definition:

"A well written letter may bring you new friends, collect money for you, help you to achieve, your desire, but a poor one may cost you every thing you value most"

- RUSTAN. J. MEHTA

"Carriers of news and knowledge, instruments of trade and industry, promoter of mutual acquitting, of peace and goodwill among men and nations"

- CHARLES.W.ELIOT

A letter thus may create the first impression and to motivate the reader to respond positively. A good letter must have at least seven parts like the letter head, inside address, salutation body, complementary close, signature and identification.

Importance of Business Correspondence

The most powerful argument for letter is that it is a permanent record of transection or communication between two. All the communication can not be recorded for a long time in the memory. It is in written form it can be preserved for future references.

A business letter has a legal status in the course of law. Its witness is valid, provided it contains certain formalities. Guarantee card, bill, purchase order can defined the buyer. When seller fails to fulfill his obligation as per the contract of a particular sale.

Letters can capable of creating deep impression on the receiver than other ways of communication. Letter once received becomes his permanent asset, which facilitates the reader to read the letter any number of times. If there is a doubt, the receiver once again can read the letter and get his doubts clarified.

If the business organizations are expending their diversifications like activities and employee are increasing. Along with increasing activities and modes of communication, the use of written communication is also intensified. Several gaps are left with in communication are filled with written communication. For example to send a memo, notice or circular management depends on letter. "Quality reports, purchase order, proceedings for permitted task, leave letters, permission letters etc. are written communication styles used in organization.

Parts of a Letter

The components of a letter in a usual order of appearance in a message are given below.

1. **Head Address:**The address is usually printed at the top centre. This part is called as "letter head" or simply "heading". This indicates the particular senders name, full address including Pin code, STD, Emblem, mobile number, fax, telex, branch location etc.
2. **Data line:** Generally the date is written at the right hand corner of letter sheet placed two-to-five spaces below the address. There are several methods in dateline. They are 1-12-1996 or 1st December, 1996 or December 1st, 1996.
3. **Reference:** It is generally located in the same line as the date line below the head address at left-hand corner. This part of reference covers with file number, number of the letter, year, references numbers of parties etc.
4. **Inside address:** Inside address contains the name, address of the recipient of a letter. It is nothing but the address of the addressee. It is written to give the receivers name, job, department, designation, address, code etc. it is written left hand corner above the salutation, generally 2 to 5 spaces below the date time.
5. **Attention line:** Attention line is a special part of a letter which is used when the letter is intended to receive the attention of a particular individual. It runs:

   "For the attention of Mr.N.Sudharkar"

   This line is placed between the inside address and salutation part.
6. **Salutation:** It is a greeting to the receiver and also implies courtesy, politeness or affection. It is a practice and custom to use permissible words to respect the receiver of a letter. Salutation is to used whether the receiver is an individual, firm, company, co-operative society or any other institutions.

   Exp: Sir, Dear Sir, Dear Madam, My Dear Sir, Dear Sir's Dear Mr.Sudhakar.

1. HEAD ADRESS

----

2. DATELINE

3. REFERENCE
    4. INSIDE ADRESS

    ----
5. ATTENTION LINE
6. SALUTATION LINE
    7. SUBJECT LINE
    8. REFERENCE LINE
9. BODY OF THE LETTER---

----

10. COMPLEMENTARY CLOSE
11. SIGNATURE
(NAME)

12. REFERENCE INITIAL

13. ENCLOSERS

----

14. COPY NOTATION
15. POST SCRIPT

7. **Subject Line:** Below the salutation line is written the subject line, placed at the centre of the letter sheet. It indicates the message theme, core-though of the subject. It may be written as "subject" or simply "sub". The reader of the letter understands the central idea of the letter.
8. **Reference line:**Reference line is placed below the subject line. It is written to indicate any previous reference to the subject matter of the letter. It indicates identifies the purpose, earlier communication to sort out easily, inward letters, file tracing etc.

   Exp:

   Ref: your letter no.786/3/a-2, dated 10-12-1996.
9. **Body of a letter:** Body of the letter is an important part of the letter sheet. Located between the salutation line and the complimentary close. The body of letter is divided into three parts. a) The opening paragraph usually deals with reference to earlier correspondence. b) Main part comes with proper message. c) Closing paragraph is a sort of formality, concludes the message in summary.
10. **Complimentary close:** it is a polite way to conclude or closing a letter. The letter commenced with a respectable salutation, must end with respectable compliments. The commonly used complimentary closing expressions are as follows.

    Exp: Yours Faithfully, Yours Sincerely, Your Respectfully, Yours Ever, Truly, Yours, Cordially Yours, Yours very Truly, Yours Coolly.
11. **Signature:** it comes under the complimentary close. It is a signed name of the letter-written. The signature should be written in hand by the writer. The signatory name should be in block letters and after that the signatory put the signature.
12. **Reference initials:** This line indicates giving the initials letters of the typists or transcriber's name.
13. **Enclosures:** The special parts indicate any other relevant matter in support of the message of a letter which accompanies the letter. Enclosures part is located below the signature at right side of a letter sheet.

    Exp:

    Enclosures: Price list, DD, Order form, Vouchers, Application form, share warrant.
14. **Copy Notation:** This line is written at the left hand corner of a letter sheet below the word enclosures. It indicates the same message, copies, sent to the various persons. It is mentioned against "C.C" which stands for "Carbon Copy" or "Carbon Copies".

15. **Postscript or PS:** It relates to message or matters included in a letter at the end which is after though. Additional information typed or written after the letter is fully completed is called postscript. It is not the main message but forgotten or after thought message included after completing the letter.

    For instance:

    1. Material prices shot up Rs 5 per tone
    2. Shipment held up, cheque enclosed for Rs 20,000
    3. Do not close, issue closes on 15th Dec, 1996

16. **Superscription:** It is writing the address on an envelope. It is written outside or above, which is the same as the inside address.

These are the different parts of letter writing. It helps to individuals or organizations to perform perfect or written communication should be in a right way.

ESSENTIALS OF GOOD BUSINESS WRITING (OR)
ESSENTIALS OF EFFECTIVE BUSINESS CORRESPONDENCE

1. **Stationery:** Paper, envelops, pen and other articles are the important requirements for writing a letter worthy to be considered. Paper creates goodwill in business. Letter format sheets measuring the various sizes may be used occasionally for special purpose. Thought there are several colors in papers even though the white bond paper is most popular for business.
2. **Letter head:** Letter heads shows the names and address, telephone numbers of the sender. It should be in attractive form on letter sheets. The heading of letter indicates the emblem, logo, slogan of the business firms. It looks like stylish rather than others.
3. **Typing:** Hand written letters are not legible and not attractive. Many of hand writing are not readable, because of scrawl. Typing letter is a fashion of the day. It gives good look and appearance and makes reading easy.
4. **Neatness:** The customers judge the firm's attitude by way it writes letters. A neat appearance in an attractive way creates a good impression. Neatness of a letter is the first and foremost important step towards winning the esteem of company's customers.
5. **Appeal:** The sales man booking orders can make easy sales. The convincing, appealing and attractiveness in a letter would create a desire that makes customers to place orders.
6. **Creating interest:** The body of the letter shows the interest to reader means he responds positively. So that the writer creates interest on it.

7. **Give Genuine Advise:** The psychology is that the customer turns to you for help, if you give him sound advice you win a friend for your service, may even change a prospect into a customer.
8. **Courteous:** Courtesy involves genuine awareness of customer's needs, purposes, attention span and time. Our customers expect courteous and friendly treatment.
9. **Paragraphs:** The whole of the body of the letter should be divided into convenient parts. Usually, it is divided into three parts, namely, introductory part, body proper and conclusion part. The skills lie in the logical division and presentation of paragraph and of those sentences that begin and end.
10. **Appearance and Layout:** All parts of a letter should be arranged systematically. Date line, salutation, complementary close should be placed respective places. The factors that stationary, letter head, typing neatly, margin, spacing, style and envelope used.
11. **Folding:** Folding according to the respective sizes of envelops indicates decency, and artistry. Folding is a cautious work to attend. In the case of window envelope, the letter sheet is to be folded in such a way that the inside address can be seen through the window of the envelope.
12. **Envelope:**It is a thin flat, wrapper or cover for inserting a letter. It surrounds a letter completely to achieve secrecy and security. Business envelops are different sizes in usage.

BUSINESS LETTERS AND FORMS

The following are the various forms of a letter layout or styles.

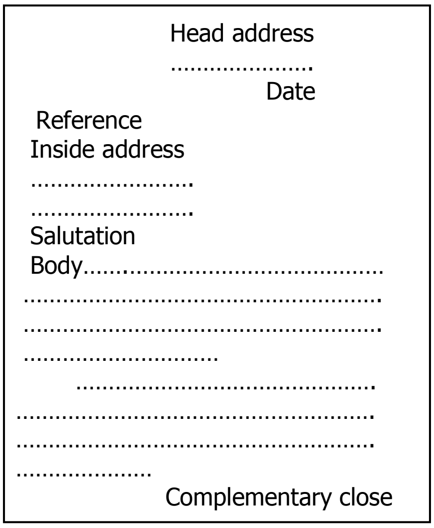
1. Indented form
2. Full block form
3. Block form
4. Semi-block form

1. **Indented form:** It is old fashioned form. In this type, the inside address, body of the letter and all the first line of each paragraph are indented five or seven spaces from the margin, comma is kept at the end of each line f address and full stop at the end of the last line. The letter of this form looks of uneven appearance and its is not attractive too. It is tedious to the typist to type because it takes much time for space adjustment.
2. **Full block form:** It is modern of fashionable form. It is used by quite a business houses. All parts of a letter begin from the left margin. The prefer for left hand side. All parts like head address, date, inside address, salutation, each paragraph etc. Are

starts with left hand side? But this form gives an imbalance look but it is easier for the typist to type. Because it requires no change of margin and adjustements.

3. **Block form:** In this form date line, complimentary close, signature and designation are written at the right hand side of the letter sheet. The block form is most popular and is widely used by many concerns. The special features of that every line of inside name and address, each paragraph commences from the left hand corner of a letter sheet.

Intended form


Head address
…………………
Date
Reference
Inside address
…………………….
…………………….
Salutation
Body…………………………………………
………………………………………………
………………………………………………
………………………
……………………………………
………………………………………………
………………………………………………
…………………
Complementary close

4. **Semi-block form:** in this type of writing a letter, the address is written in block form. Indented form is used for the first lie of the every paragraph, usually indented five space.

MEETINGS

Meeting are gatherings which are groups of persons belonging to a particular interest to whom, as groups, some common matters or issues are entrusted. At the place, information is communicated orally, discussed, deliberated and decision making.

In corporate management, we frequently come across company meetings. The usual company meetings are statutory meetings, municipal corporation meetings, annual general meetings, broad of directors meetings etc.

The word "meeting" denotes an arrangement to come face to face with advance plan for a purpose. A meeting is a gathering, assembling or coming together of two or more person for the purpose of transacting some objectives of business.

Meeting is a group. A group tends to have a meeting. A group interaction may be called by many other names such as conference, seminars, conventions, discussions, teams, boards etc.

Kinds of meetings

- Public Meetings
- Private Meetings

Public Meetings: Public meetings are open to all. There will be a open invitation to the public at large. Any member of the public who is interested in the subject matter for which such meeting is called can participate and contribute his own matter.

Private Meetings: A private meeting is one convened by individuals or bodies to which there is no open invitation in general. The invitation for only who are concerned in the subject matter.

Corporate Meeting:

Corporate meetings

- Shareholders meetings
    - Statutory meetings
    - Annual meetings
    - Extraordinary meetings
    - Class meetings
- Board meeting
    - Board of directors
    - Committee of the board
    - Passing resolution by Circulation
- Miscellaneous meetings
    - Debenture holders
    - Creditors

1. *Shareholders Meetings:*

The company laws provides for the holding of shareholders meeting. This enables the members to meet and discuss the affairs of the company.

a) ***Statutory Meeting*****:** The first general meeting of the shareholders is called the statutory meeting. It is held once in the life time of a public company. The main purpose of it is to provide members a general idea about the progress made by the company since its formation.

b) ***Annual General Meetings*****:** Every company, private or public must hold on annual general meeting of the shareholders each year. In this meeting the performance of the company during the past one year is reviewed.

c) ***Extraordinary General Meetings*****:** Each general meeting of a company other than the statutory meeting and the annual general is an extraordinary general meeting. This type of meeting is convened for transacting some special or urgent business which cannot be postponed till next annual general meeting.

d) ***Class Meetings*****:** It is a meeting of particular group or a particular class of shareholders. Only shareholders belonging to a particular class are entitled to attend such meetings. This meeting divides the shares into different classes.

2. *Board Meetings:*

a) ***Board of directors*****:** Directors are the agents of the shareholder who are responsible for the management of the affairs of the company. Meetings of directors are called "board meeting". A meeting of board of directors must be held at least once in every three months and at least four such meetings shall be held in every year.

b) ***Committees of directors:*** The board usually appoints small committees with a membership of a few directors which carry on such activities and report to the board. Such committees are share transfer committee, finance committee. Thus committees got powers form board.

c) ***Resolution by circulation:*** "Resolution by circulation" refers to the board f directors meetings. All decisions are taken by the board which takes the shape of passing resolutions at the board meetings. The law permits the directors may transact business without meeting also.

3. **Miscellaneous Meetings:**
    a) ***Debenture holders:*** A meeting of only debentures holders of a company is called debenture holders meeting. In this meeting they discuss matters such as 1. To mobilize further funds 2. Alternation of the rate of interest payable to them. 3. Variation in the terms of security given for the loan.
    b) ***Creditors:*** The meeting held by particular class of creditors. As the name indicates, it is the meeting of those persons who lent money to the company who are called "creditors".

Planning and organization of meetings:

1. Fixing and finalization
2. Advertising a meeting
3. Notice to members
4. Arrangements
5. Preparation of notes and reports
6. Agenda for the meeting
7. Defining problem
8. Inviting ex-officio
9. Keep ready
10. Minutes book
11. Members responsibilities

TELEPONE TALK

Another important fact of oral communication is telephone conversion. With a telephone set on almost every table in most offices, it is obvious that telephone talks have become an integral part of business communication. One important means of responding to customer enquires is through telephones. Tale banking and tale contact services are now gaining popularity. Tele marketing and making sales calls on the telephone are becoming popular, especially in metro centers.

Many organizations, therefore, make it a point to train employees on "telephone manners" and even bring out literature on this topic for the benefit of their staff.

Some noteworthy points relating to telephone talk, through elementary and yet often overlooked are as follows.

- Life the receiver before the 2nd or 3rd ring
- Announce your name/the organization and greet the caller.
- Be polite, avoid a barking tone.

- If the call is to be directed, make sure the caller is not made to wit on the line for long.
- If the person called is not available, make a note of the callers name, telephone number and message and communicate to the person concerned at the earliest.
- Make sure that the calls care returned promptly.
- End the conversation with a "thank you" or a "good day".
- Replace the receiver gently back in its right place.
- Keep personal talk on the official line to the minimum.
- Calls cost money, especially long distances ones. Make you talk cost effective.
- Remember that the telephone is not a status symbol; it is a means of communication.
- Teach yourself to speak slowly but think quickly.
- Most importantly smile when picking up the phone, the caller will hear it in your voice.

In business, the response of the organization shows the position and principles of the organizations.

According to a study, 90% of the executives spend more than an hour a day on the phone, and 40% of them spend more than two hours a day on the phone. This time must be spent effectively.

E-Mail (or) ELETRONIC MAIL

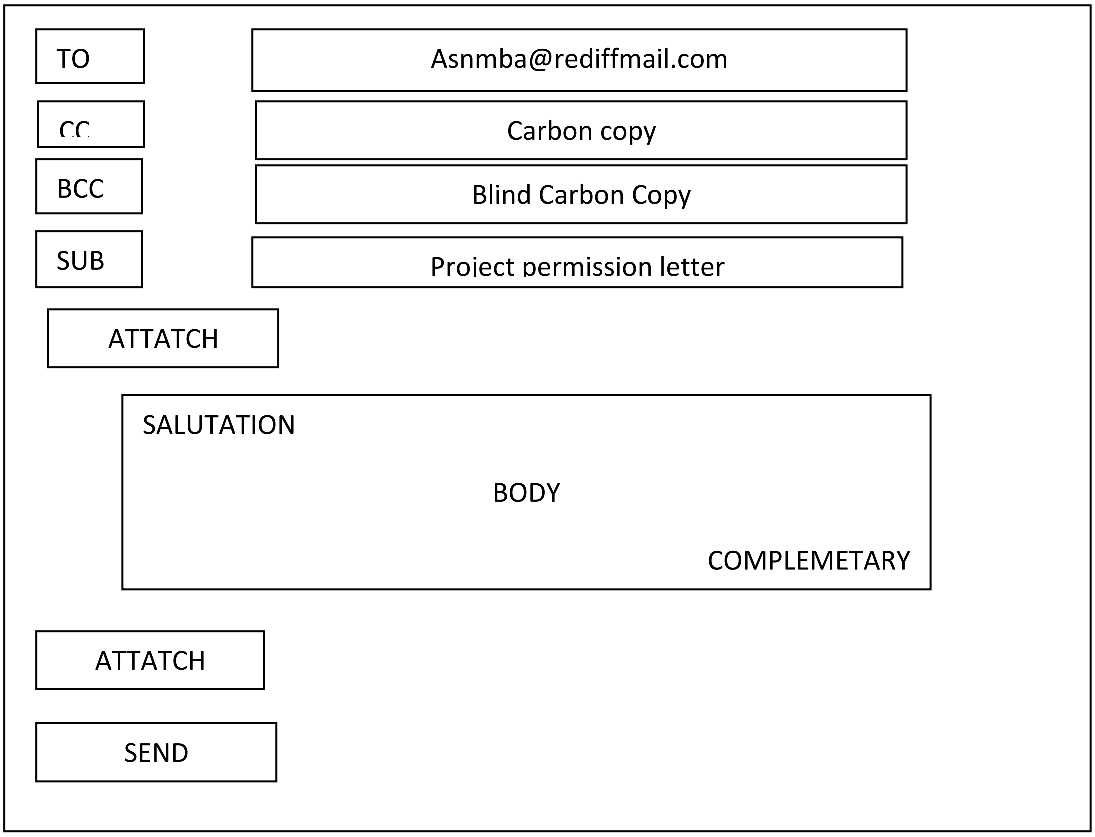
ELECTONIC MAIL MESSAGE SYSTEM (EMMS)

The basic use of email is to pass the message in the form of that, graphics, voice and video. Which abolishes the distance between countries, friends, business associates etc. The essence of networking i.e. the email, permits, to send messages quickly and easily. The travel almost instantly over the network to location around the world. Email is the most widely used internet service.

Corporations, individuals, educational institutions and research institutions are using the internet for transmitting date through email. Email consist the whole world as a "global villages".

In India e-mail started in 1986 with the initiation of education and research in computer networks project. Email is a system of transmission of message electronically. The messages are prepared on a computer and transmitted using telephone circuits.

In today competitive world organizations both large and small, need to be able to respond quickly to opportunities, threats and needs of the consumer. So that the email is the best way to face or overcome from these.


TO
Asnmba@rediffmail.com
CC
Carbon copy
BCC
Blind Carbon Copy
SUB
Project permission letter
ATTATCH
SALUTATION
BODY
COMPLEMETARY
ATTATCH
SEND

(VSNL) The Videsh Sanchar Nigam Limited has in 1991 started operating their GEMS 400 service to act as a gateway for international mail from India. In addition to its services, in India, today, there are ten company's offering. So many companies like Yahoo, Google, and Rediff and so on are offering services in this area.

USE OF TECHNOLOGY IN BUSINESS COMMUNICATION

Technological tools can enhance the uniquely human ability to communicate. By using your mind both to create message and to focus the technology appropriately, you can improve the quality of your communication.

Usage of technology in modern life

- Illustration of a web based project management tool for planning a long report.
- Project management programs assist in identifying tasks and allocating resources.
- Personal information management programs assist with the time management. (exp: Calendar, Alarm sounds, attendance checking)
- While technology makes constructing documents with graphics easily.

- Database tools provide a convenient way to collect information.
- Specialty tools help you collect facts.
- Computer programs help you analyze and interpret data with statistics and graphics.
- Basic-math-calculates, columns and sorting arranges information in an order.
- The tables features helps you to better understand.
- Spelling checkers come out with errors.
- Writers can control the look of their messages through effective layout.
- Give spaces as per requirement before and after layout.
- Mobile technology expands the physical environment of the message sender.
- Voice message systems are gaining business use.
- Video conferences combine oral and video media.
- Facsimile, email, text messaging and instant messaging are widely used for transmitting written message.
- Using wireless technology to transmit message allows you and your receiver to communicate anywhere and anytime, but courtesy in taking and placing calls should be exercised.
- Smaller, smarter technology may enable future business people to wear their computers.
- Through broadcasting devices we deliver and collect the information.

So that in modern life the usage of technology is more from day to day.

ORAL PRESENTATIONS

Presentation is a relatively recently developed form of interactive communication. Presentations are made in classrooms, seminars, conferences and to groups of persons on certain scheduled topics. Presentation is emerging as a popular means of communication various concepts and ideas, features of gadgets, technology based products, analytical status reports and other variable items.

The person making the presentation has to necessarily develop various types of interactive skills. Essentially, one should be a good communicator and should learn to express oneself clearly and forcefully. A good presentation requires a good mix of subject knowledge, confidence, communicative ability and interpersonal skills. It calls for advanced planning and preparedness. The person should do rehearsal. The rehearsal should specially take note of style; time taken, voice modulation, the audience reaction etc.

Determine the purpose of speech:

The speech may be happened because to motive, to inform, and to persuade. Out of all the presentations persuading is difficult. Because it makes the others to attract and resultant should be made.

To motive: Here it is no point of much interaction by reinforcing the efficiency of others.

*To Inform:*This is like a blind speech explaining the rules and regulations etc. the presentation levels are in medium.

To persuade: The level of interaction should be high because the feedback will be their. To create strong feeling in others.

1. ***Selection of the topic:***

   Yours first step in formal speech making is to determine the topic of your presentation. At the time of selecting a topic we must to see three things like the first is background of your knowledge, the second is the audience interest, and the third is occasion of meet.

2. ***Preparation of the presentation:***

   After you have decided what to talk about, you should gather the information you need for your speech. You gather information from library, company files, from interest, fast experiences of speeches etc. how to great in starting the meeting we have to prepare all those in before speech.

3. ***Introduction:***

   The introduction of a speech has much the same goal as the introduction of a written report to prepare the listeners to receive the message. Unless you can arouse the interest at the beginning. Your presentation is likely to fail.

4. ***Body and Conclusion:***

Organizing the body of your speech is much like organizing the body of a report. You take the whole and divide it into comparable parts. Then you divide them. You continue the speech as per as divides and present effectively.

Usually any speech ends with the proper conclusion. So that we have to follow a right way communication to conclude the meetings. By usage of or report the important points and all.

5. ***Presentation Method:***

The speech organized you are ready to prepare its presentation. At this time. You need to decide on your method of presentation.

   a) **Presenting extemporaneously:** With this method, you first thoroughly prepare your speech, as outlined above. Then you prepare notes and present the speech from them.
   b) **Memorizing:** The most difficult method is memorizing. It you are like most people, you find it hard to memorize a long succession of words. Only some speakers follow this method. In between speech, you may miss one or two, you become confused.
   c) ***Reading:*** The third presentation method is reading. Unfortunately, most to us tend to read aloud in a dull monotone. We also miss punition marks, fumble over words, lose our place, and so on. Many speakers trying to overcome from this problem. Exp: President of the United States or the CEO of a major Company, reading from a carefully prepared speech is recommended.

6. ***Consideration of Personal aspects:***
   a) ***Confidence:*** A primary characteristic of effective oral reporting is confidence. Your confidence in yourself and the confidence of your audience in you. Thus if you want to communicate effectively, you should analyze the audience. You seek to reach.
   b) ***Sincerity:*** Your listeners are quick to detect insincerity. And if they detect it in you. They are likely to give weight to what you say. On the other hand, sincerity is valuable to conviction, especially if the audience has confidence in your ability.
   c) ***Thoroughness:***Generally a thorough presentation is better received than a scanty or hurried presentation. Thorough coverage give the impression that time and care have been taken, and this tends to make the presentation believable.

d) ***Friendly ness:*** A speaker who projects an image of friendliness has a significant advantage in communicating people simply like friendly people and they are generally respective to what such people say.

7. ***Audience Analysis:***

   a) ***Preliminary analysis:***Analyzing your audience before the presentation requires that you size up that you search for audience characteristics that could affect how you should present your speech. Exp: personal characteristics of audience, such as age, gender, education.

   b) ***Analysis during presentation:*** Yours eyes and ears will give you feedback information. Exp: facial expressions tell you how the listener reaction of your message, smiles.

8. ***Appearance of physical actions:***

   a) ***Personal appearance:*** Your personal appearance is a part of the message your audience receives. You should dress in a manner appropriate for the audience and the occasion.

   b) ***Posture:*** In your efforts to improve posture, keep in mind what must go on with in your body to form a good posture. You should keep your body erect.

   c) ***Walking:*** A strong sure walk to the speaker's position convey an impression of confidence.

   d) ***Facial expression:*** If you may unconsciously use facial expressions that convey untended meaning. On the other hand discriminate eye contact tends to show that you have a genuine interest in your audience.

9. ***Use of Voice:***

   Good voice is an obvious requirement of good speaking.

   a) ***Lack of pitch variation:*** speakers who talk in monotones are not likely to hold the interest of their listeners for long. The failure of vary pitch generally is a habit.

   b) ***Lack of variation in speaking speed:*** A problem related to the pace of speaking is the incorrect use of pauses. Properly used pauses emphasize upcoming subject matter and are effective means of gaining attention.

   c) ***Unpleasant voice quality:*** fortunately, most voices are reasonably pleasant. But some are raspy, nasal or unpleasant in another way. Concentration on variations in pitch, speed of delivery, and volume can make even the most unpleasant voice acceptable.

Advantages of Written Communication

- Written communication helps in laying down apparent principles, policies and rules for running of an organization.
- It is a permanent means of communication. Thus, it is useful where record maintenance is required.
- It assists in proper delegation of responsibilities. While in case of oral communication, it is impossible to fix and delegate responsibilities on the grounds of speech as it can be taken back by the speaker or he may refuse to acknowledge.
- Written communication is more precise and explicit.
- Effective written communication develops and enhances an organization's image.
- It provides ready records and references.
- Legal defenses can depend upon written communication as it provides valid records.

Disadvantages of Written Communication

- Written communication does not save upon the costs. It costs huge in terms of stationery and the manpower employed in writing/typing and delivering letters.
- Also, if the receivers of the written message are separated by distance and if they need to clear their doubts, the response is not spontaneous.
- Written communication is time-consuming as the feedback is not immediate. The encoding and sending of message takes time.
- Effective written communication requires great skills and competencies in language and vocabulary use. Poor writing skills and quality have a negative impact on organization's reputation.
- Too much paper work and e-mails are a burden for the employee.

NON VERBAL COMMUNICATION

Para linguistics

Para linguistics refers to vocal communication that is separate from actual language. This includes factors such as tone of voice, loudness, inflection, and pitch. Consider the powerful effect that tone of voice can have on the meaning of a sentence. When said in a strong tone of voice, listeners might interpret approval and enthusiasm. The same words said in a hesitant tone of voice might convey disapproval and a lack of interest.