

BALAJI INSTITUTE OF I.T AND MANAGEMENT KADAPA

**BUSINESS COMMUNICATION
(17E00207)**

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1st Internal Exam Syllabus

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Name of the Faculty: **M.ANANTH KUMAR**

Units covered : **1 to 2.5 Units (1st Internal Syllabus)**

E-Mail Id : **kumar2ananth@gmail.com**

BUSINESS COMMUNICATION

SYLLABUS

The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

1. Concept of Communication – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication – Formal, Informal Communication – Upward, Downward, Horizontal Communication.

2. Types of communication: Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations
Non verbal Communication: Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.

3. Interpersonal Communication: Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication.

4. Barriers of Communication: Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.

5. Report writing – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes

Text Books:

- Business Communication, C.S.Rayudu, HPH.
- Business Communication, Meenakshi Raman, Oxford University Press.

References:

- Business communication, Shalini Varma, Vikas.
- Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
- English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
- Business Communications, Hudson, Jaico Publications
- Business communication for managers, Penrose, Raspbery, Myers, Cengage
- The Skills of Communication, Bills Scot, Gower publishing company Limited, London.
- Effective Communication, Harward Business School, Harward Business Review
- Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand

UNIT-1

CONCEPT OF COMMUNICATION

INTRODUCTION:

Achieving success in the work place is closely associated with the ability to communicate effectively, both in workplace and also with outsiders.

- There are number of communication challenges exist at workplace shown below-

1. Identifying a problem
2. Arriving at an appropriate solution
3. Supervising work
4. Coordinating various functions
5. Coordinating people and their activities
6. Developing products and services
7. Developing relationships

All the above activities call for effectiveness and efficiency in communication.

- ❖ It takes a wide variety of forms from- two people having a face-to-face conversation to hand signals to messages sent over the global telecommunication networks.
- ❖ The term communication has been derived from the Latin word “**COMMUNIS**” that means “**Common.**”
- ❖ Thus, if a person effects communication, he establishes a common ground of understanding.
- ❖ Literally, communication means to **inform, tell, show or spread information.**
- ❖ It can be interpreted as an interchange of thought/information to bring about greater understanding and confidence, leading to better industry relations.

DEFINITION OF COMMUNICATION:

“Communication is the process of exchanging information usually through a common system of symbols.”

According to **ROBER ANDERSON**, “Communication is an interchange of thoughts, opinions, or information through speech, writing or signs.”

OR

According to **GEORGE TERRY**, “communication is an exchange of facts, ideas, opinions or emotions by two or more persons.”

OR

According to the *American Management Association*, “communication is any behavior that results in an exchange of meaning.”

1. SIGNIFICANCE/IMPORTANCE OF COMMUNICATION:

The world of modern day is often called the “Age of Communication and Information.”

- ✚ A person is just like “**communicating animal.**” He is the only animal who can express and has the power to express in words.
- ✚ It is the process of understanding people
- ✚ The main cause of misunderstanding is lack of effective communication
- ✚ It has been rightly remarked that the “The No.1 management problem today is communication”.
- ✚ Group activities in the case of common goals cannot be accomplished without communication.
- ✚ The entire organization, control, co-ordination and motivation cannot be discharged without communication.

GEORGE R.TERRY states: “communication serves as the lubricant, fostering for the smooth operations of the management process.”

The reasons for the growing importance of communication can be judged from the following,

1. Co-ordination
2. Smooth working
3. Effective decision making
4. Managerial efficiency
5. Co-operation
6. Effective leadership
7. Job satisfaction
8. Increases productivity
9. Morale building
10. Achieving managerial roles

2. SCOPE OF COMMUNICATION

Communication has unlimited scope (meaning of scope is extent of area) which can be understood under two broad headings.

1. Internal dimension
2. External dimension

Basis	Internal communication	External communication
1.Purpose	Main purpose is to exchange information of various departments and division of the organization.	It is done mainly for maintaining relationship with external parties.
2.Types	Two types: Vertical and Horizontal communication.	No such classification.
3.Frequency	It occurs frequently in performing organizational activities.	It occurs less frequently than internal communication.
4. Distance	No significant distance between sender and receiver.	Significant distance exists between sender and receiver.
5. Coverage	Its coverage is limited within the organization.	Its coverage is broad with external bodies.

EXPLANATION:

1. INTERNAL DIMENSION:

A lot of communication takes place **within the organization** by formulating the corporate vision, laying down policy objectives and taking goals to their stage of implementation. For formulating policies, top management needs to obtain the information and views of the middle and lower level management through various forms, more so for the appropriate implementation of its top management policies and plans.

Communication facilitates proper understanding of policies in their right spirit. A public relations, as a management function, solely depends on the right communication. There are different functions to be performed by various functional departments to keep the organization running. Within each department and across different departments, functional heads have to communicate to their subordinates by giving job related instructions, suggestions, advice and orders.

For obtaining and giving co-operation to other departments, exchange of information plays a key role. When we look at each functional department; the scope of communication further becomes clear.

- ✓ For example, in the case of Human Resources (HR) department, the HR manager needs to handle communication to avoid grievance, dissatisfaction and industrial unrest in the entire Organization.

- ✓ Communication skills become essential to design appropriate advertisements and promotional material to conduct effective interviews, better training programmers etc.,

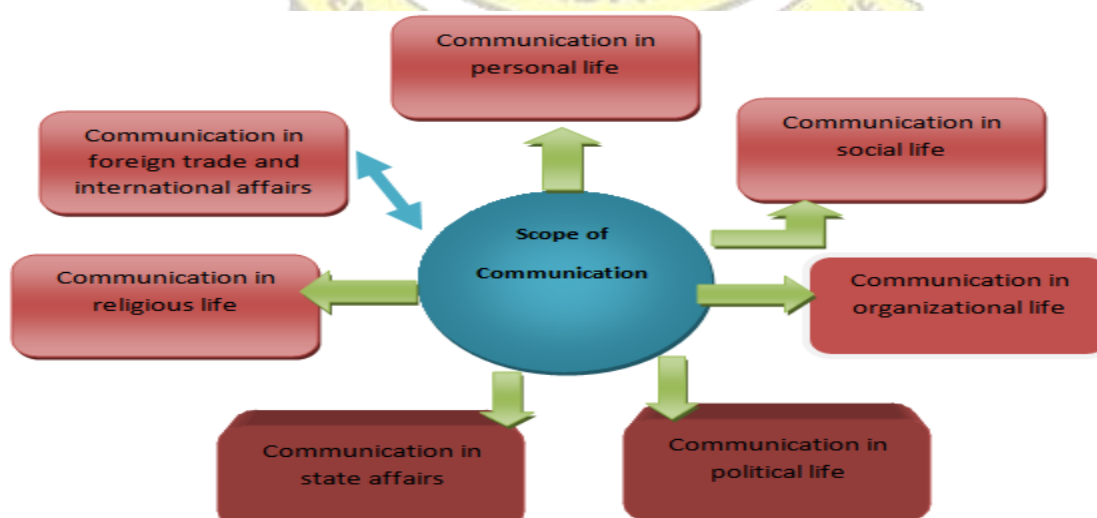
2. EXTERNAL DIMENSION:

External dimension regarding communication has a bigger arena which includes building relations with external agencies and stakeholders. Effective communication can establish a healthy external organizational climate in which there is trust, co-operation, collaboration, innovation and commitment. Self involvement of people in various activities is inculcated to create a vibrant and congenial atmosphere.

Likewise, depending upon how an organization looks after its advertisements, publicity and public relations functions, public image and goodwill of the organization is created through effective communication.

In addition to external and internal dimensions, the scope of communication can be further expanded to include.

- i. Oral and non-verbal communication
- ii. Interpersonal ,intrapersonal and mass communication
- iii. Human communication
- iv. Reading, writing, speaking and listening.



3. COMMUNICATION PROCESS

A process is “a systematic series of actions or operation of a series of changes directed to some end.” Communication is a **two way process** in which

there is an exchange and progression of ideas towards a mutually acceptable direction or goal.

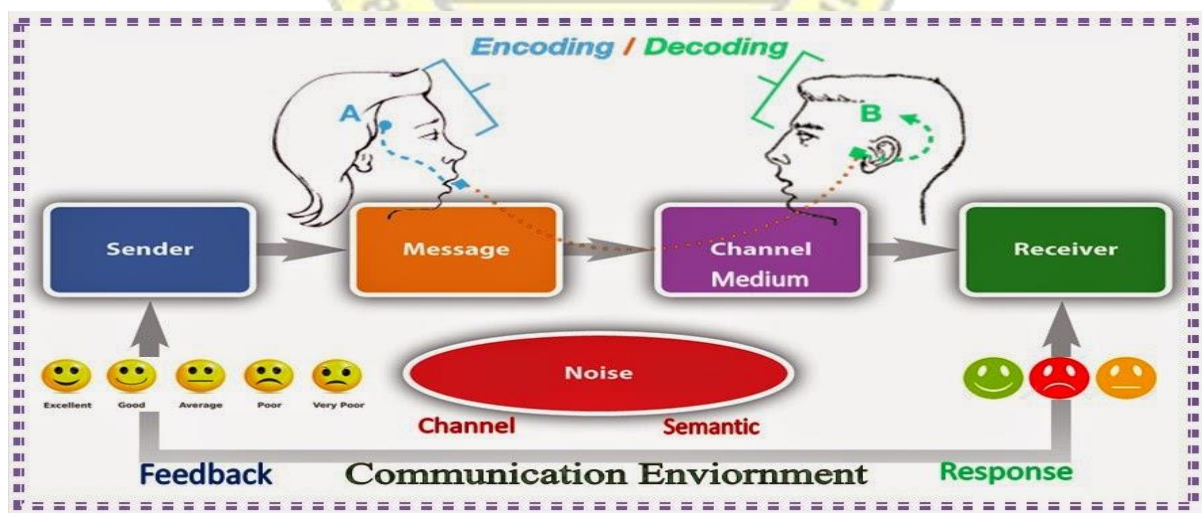
The process of communication involves two or more persons participating through a **medium** that carries the information or message for a particular purpose which is mutually understood by both the sender and receiver.

Only when these conditions are fulfilled, a significant communication situation will take shape and what transpires between the two parties' viz., the sender and the receiver, whether spoken or written, will be the communicative event. Any letter or report, interview or conference, memo or, compliant is a communicative event which are the lifeline of an organization.

3.1 ELEMENTS OF THE COMMUNICATION PROCESS

For the communication process to materialize, it is essential that the basic elements of communication be identified. These elements are:

1. **Sender/Encoder/Speaker**
2. **Receiver/Decoder/Listener**
3. **Message**
4. **Medium**
5. **Feedback**



1. SENDER/ENCODER/SPEAKER

- ✚ The person who initiates the communication process is normally referred to as the **sender**.
- ✚ He is the person who communicates a message and is the one who conceives and initiates the message with the purpose of informing/changing the attitude, opinion or behaviour of the receiver.
- ✚ The entire burden of communication then rests upon the sender.

- ✚ In this process a number of factors come into play, primary among them being an understanding of the recipient and his needs.
- ✚ If the message can be formulated in accordance with the expectations of the receiver, the level of acceptance will be a higher.

2. RECEIVER/DECODER/LISTENER

- ✚ A receiver is the targeted audience of the message.
- ✚ The receiver gets the message, understands and tries to perceive the total meaning of the message as transmitted by the sender.
- ✚ He receives an encoded message which attempts to decode.
- ✚ If the goal of a sender is envisioned as similar to his own, the listener becomes more receptive.
- ✚ The decoding of the message is done in almost entirely the same terms as were intended by the sender.

3. MESSAGE

- ✚ It is information, written or spoken, which is to be sent from one person to another.
- ✚ The most important characteristic of a message as an element of communication is that it is organized, structured, shaped and selective in the sense that it is a product of the pre-writing or pre-speaking stage and exists in the mind of the sender.
- ✚ Message is the encoded idea transmitted by the sender making the formulation of the message extremely important.
- ✚ The sender must know the order in which he would like to present his ideas and how the message should be formulated and transmitted.
- ✚ This should be based on the requirements of the listener so that its significance is immediately grasped.
- ✚ The minute the receiver finds his goals codified in the message he sits up listens and responds thereby giving the message maximum impact.

4. MEDIUM/CHANNEL

- ✚ Another important element of communication is the medium or channel, which is nothing but vehicle or medium which facilitates the sender to convey the message to the receiver.
- ✚ It could be oral, written or non verbal. Prior to the composition of the message the medium/channel should be decided.
- ✚ Each medium follows its own set of rules and regulations.

- ✚ For example in oral communications one can afford to be a little informal, but when using the written mode, all rules of communication need to be observed.

5. FEEDBACK

- ✚ This is the top loop that connects the receiver in the communication process with the sender, who, in turn, acts as a feedback receiver and, thus gets to know that communication has been accomplished.
- ✚ It also ensures that the receiver has received the message and understood it is intended by the sender.
- ✚ This is the most important component of communication.
- ✚ Effective communication takes place only when there is feedback.
- ✚ The process of feedback assures the initiator of the action as also its correctness and possible impact.

The various elements of communication are briefly described to help you understand the process of communication. **Besides the two elements i.e., Encoding & Decoding need to be understood.**

ENCODING: Encoding is changing the message into symbols that is patterns words/gestures/pictorial forms or signs of a specific visual language.

DECODING: This is the act of translating symbols in communication into their ordinary interpretation. However this would consists of meanings of the symbols together with the tone and the attitude of the sender, as reflected by the structure of the message and the choice of words by the sender.

In management, the decision making process is greatly helped by receiving feedback from those who are directly concerned with changes proposed or effected and communicated to them.

3.2 WORKING OF THE PROCESS OF COMMUNICATION

1. ONE WAY PROCESS

- The sender according to his ideas, behavior patterns and intention, selects a message.
- He then encodes the message.
- After encoding the message, he transmits it to the receiver through a medium- be it oral, verbal or non verbal.
- As soon as the message reaches the receiver, he decodes it and gives an internal response to the perceived message. The response is not in relation to the actual content but rather to the “perceived content” of the original message.

- e. This completes the first phase of the communication process. The manner in which the sender and receiver perceive the same would give rise to differences in encoding and decoding.

The one way process of communication completes here.

One Way Communication Process

SENDER → ENCODING → MESSAGE → CHANNEL → DECODING
RECEIVER

One-way v Two-way Communication



One-Way Communication –

a person sends a message to another person and no questions, feedback, or interaction follow

- ❑ directive
- ❑ fast
- ❑ less accurate than 2-way communication
- ❑ Postman pat

Two-Way Communication –

the communicator & receiver interact

- ❑ problem solving
- ❑ engagement
- ❑ question and dialogue
- ❑ reflective
- ❑ discussion
- ❑ debate
- ❑ deep learning



2. TWO WAY PROCESS

- a. The one way communication process is incomplete, as the sender does not come to know whether his message has been understood by the receiver or not.
- b. The process will be complete only after the sender receives feedback from the receiver.
- c. In the second phase, the receiver formulates his message, encodes it and transmits it to the original sender- now- turned- receiver.
- d. This stage is reoffered to as providing feedback and is most crucial.
- e. If, the feedback is in tune with the original intent of the sender, communication can proceed without a hitch.
- f. However, there could be moments when the receiver does not agree with the message of the sender.
- g. This does not mean that there is breakdown in communication. We can in such instances; state that effective communication is held up for the time being and would resume after subsequence discussions.

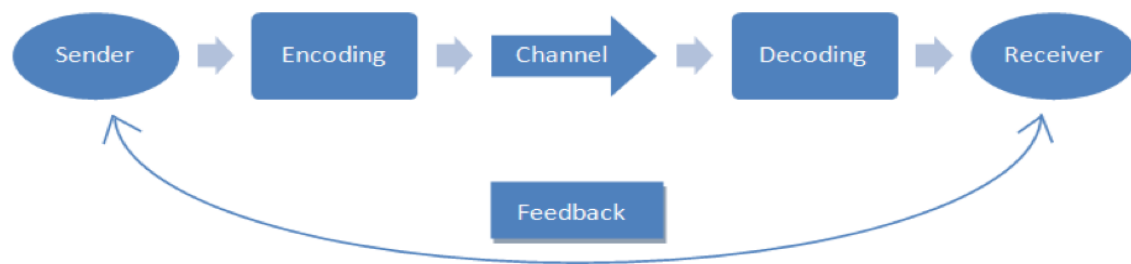


Figure: Two Way Communication Process

For the process of communication to be effective, there should be a well defined goal in the mind of the sender. Harmony between the goals of the two communications makes for good and easy progression of ideas and concepts. Whatever be the initial situation, the sender necessarily needs to adhere to the following stages.

1. Create awareness in the receiver on the topic.
2. Propose his point of view with clarity and preciseness, so as to eliminate possibilities of confusion in the mind of the receiver.
3. Enable smooth flow of discussion through an observation of communication strategies.
4. Reinforce or correct ideas in the mind of the receiver concerning the goal of communication.
5. Achieve the goal of communication

At the time of transmission and reception of the message, all our five senses get activated in grasping its intent. The sense that is predominantly active at a particular stage helps in a higher degree of absorption, especially in the course of the communication. If the visual sense at a particular moment is highly active, we respond only with visual cues.

4. ESSENTIALS OF GOOD COMMUNICATION

WILBUR SCHRAMN, has suggested for any communication to be transmitted effectively from source to receiver whether the source is personal or non personal, the message must meet the following three requirements.

1. It must be **so designed and delivered** as to gain the all attention of the receiver.
2. It must **use signals** that are understood in the same way by both the source and the receiver.
3. Must arouse **needs in the receiver and suggest** some way of satisfying these needs that is appropriate to the receiver's group-situation when moved to make the desired response.

The Essentials of Good Communication are as follows:**1. CLARITY:**

In the communication process, message is the very subject matter of communication.

- **Clarity of ideas, facts, opinion** in the mind of communicator should be clear before communicating.
- It is to be encoded in common, in the direct and simple and easily understandable language, so that the receiver is able to understand it without doubt and difficulty.
- According to KOONTZ AND DONNELL, “A communication possesses clarity when it is expressed in a language and transmitted in a way that can be comprehended by the receiver.”

2. INFORMATION:

Information is different from communication. All communications contain information while all information cannot communicate a message.

- The word ‘information’ is comprehensive in which communication is a special kind of transmitting message in symbolic form.
- The sender first collects and keeps before him the relevant information concerning a particular individual or group of people.
- The principal of effective communication is to have information and communicate it in symbols form.

3. COMPLETENESS:

The subject matter to be communicated must be adequate and full, which enables the receiver to understand the central theme or idea of the message.

4. EMPHASIS ON ATTENTION:

The purpose of communication is to draw attention of the receiver. The process is not complete just by transmitting ideas, facts or opinions. Effective communication is one which we must create interest and pay proper attention to the message and to act accordingly. Action speaks louder than words. This is the underlying principle of attention.

5. CONSISTENCY:

The message transmitted should not be contradictory. The subject matter of communication is said to be consistent when it is in agreement with the objectives and policies of the organization. The thinking, action of happenings should be according to the same organizational rules and principles.

Consistency can be achieved if the communicator keeps in his mind the broad objectives, policies and programmes of the enterprise. One communication

should not conflict with the previous communication. Conflict and inconsistency create confusion, chaos ultimately resulting in delay in decision-making and action.

6. INTEGRATION:

Achieving common goals of the enterprise is the objectives of group activities. Communication as a tool of management should strengthen the enterprise. The transmitter and receiver have to use communication tool as a means to an end, not an end in itself, so that it promotes integrated efforts of the organization. All communication should be framed and transmitted in such a way as to support the integrity of the formal organization.

7. USE OF INFORMAL ORGANISATION:

Informal communication is called grapevine. It is a type of communication which occurs on account of informal relationship between persons.

- This relationship grows up spontaneously from personal interest, group interest, social and other non-formal relations.
- Informal channel is the most effective one and transmits information with surprising speed.
- Informal organization should be utilized properly to communicate message.

8. TWO-WAY COMMUNICATION:

An effective communication demands two-way communication i.e., vertical upward and downward.

- It should not always be downward movement from the superior to the subordinates. In such a case, communication cannot produce desired goods.
- A manager should thus not only to speak, inform, instruct and order but should also be prepared to listen, understand, answer, amend and interpret.
- Thus, it involves two-way traffic or process is complete.

9. TO KNOW THE RECEIVER:

In the communication process, after transmission of the message, the receiver is the kingpin who has to act on the message. The receiver must understand the subject that is the main purpose of communication. The message should be understandable, simple, clear and short.

10. TIME:

The principal aim of communication is to make the message reach at the appropriate time. It is not just the transmission of ideas, opinions etc. by the superior to the subordinate for the sake of communication. They should be conveyed at the right and proper time. Sending before time or after would not serve the purpose of communication.

11. SIMPLICITY:

Simplicity in communication produces the best and quickest understanding and response. So, the communicator must try to achieve this principle for effectiveness.

- Avoid using superfluous words, unnecessary prepositions; using familiar words is preferable.
- There is no set -rule for using familiar words. The transmitter must know the receiver's vocabulary, knowledge and understanding capacity.
- Simplicity is always preferable to meet all situations, because the object of any communication is to make others understand and act.

12. USE OF MEDIA:

- There are two media for transmitting message. They are **oral and written media**.
- Oral communicating is more effective for certain messages and similarly written communication for other circumstances.
- The need, objective and the receiver are the factors that should be kept in mind in selecting a medium.

13. FEEDBACK:

Though the last but yet the most important key or principle to effective communication is to obtain feedback from the receiver.

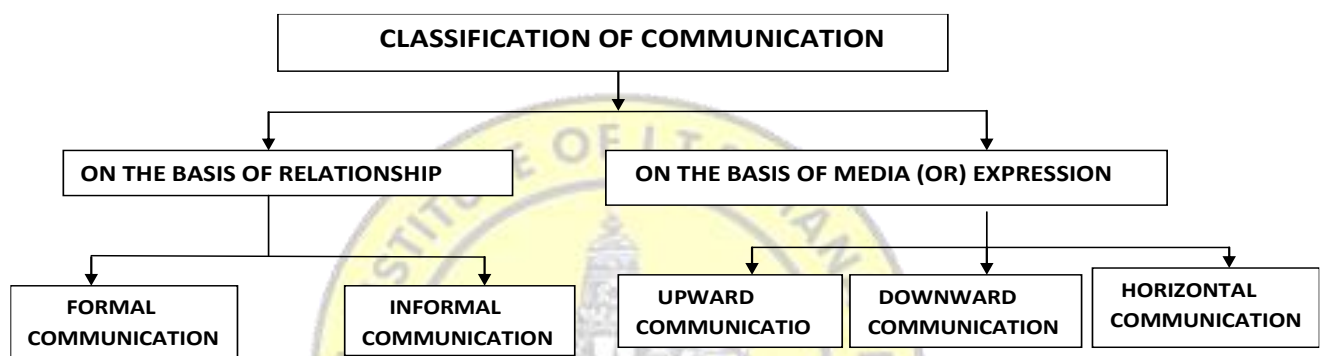
- Knowing acceptance or rejection so as to the messages transmitted is probably the most important method of improving communication.
- It helps to listen, answer, interpret and amend the message. Interface and interaction are possible in feedback.
- It avoids errors in the transmission of message and invoking effective participation of the subordinates.
- Thus feedback enables the communication to take initiative in order to know the reactions regarding the effectiveness of communication.

5. CHANNELS OF COMMUNICATION

Introduction

Communications is the nervous system of an organization. It co-ordinates the efforts of the members towards achieving organizational objectives. Communication in an organization may take any form of direction, depending upon the structure of the organization, or the manner of transmission of the message communicated.

- Thus, communication may be classified on the following basis.



EXPLANATION:

1. ON THE BASIS OF RELATIONSHIP OR ORGANISATIONAL STRUCTURE

All communication takes some way or passage through some well-defined, easily identifiable stages. Everyone is familiar with the phrase “through proper channel,” that is used in almost all business letters/applications/representations.

A.FORMAL CHANNEL OF COMMUNICATION

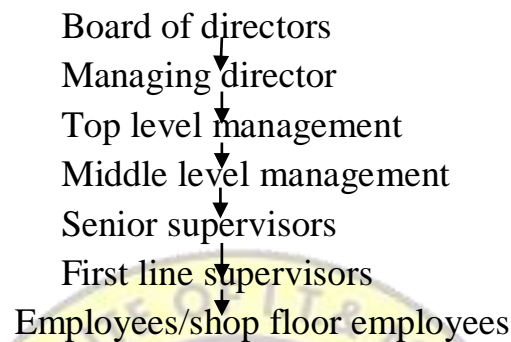
A formal channel of communication can be defined as a means of communication that is formally controlled by manager or people occupying positions in an organization.

- ✓ It ensures that the information flows orderly, in a timely and accurate manner.
- ✓ Any information, decision, memo or reminder etc., will also follow this path.
- ✓ The efficiency of an organization depends on a regular flow of messages which the flow of need to be organization into a well network, to ensure

that communication flows easily and that executives are kept informed of what is going on.

For example **executive A** occupying a top position, passes an order to his immediate **subordinate B** who, after retaining the useful information, passes the desired order to **the next man C** for necessary action and so on. In this way the channel is a formal one.

Exhibit: Organizational Pyramid/Structure



Formal Communication

Advantages

- ▶ Satisfy the information needs of the organization
- ▶ Integrates the organization
- ▶ Coordination and control
- ▶ Sorts the information for high level executives
- ▶ Restricts unwanted flow of information
- ▶ Reliability and accuracy of information

Disadvantages

- ▶ Time consuming and expensive
- ▶ Increases the workload of line supervisor
- ▶ Information may get distorted
- ▶ Creates gaps between top executives and lower subordinates.

ADVANTAGES OF FORMAL COMMUNICATION

1. It helps in maintaining the authority structure of the organization and becomes easier to fix responsibility of subordinates for activities carried out by them.
2. An immediate superior has a **direct contact** with the subordinates so, a better understanding is developed between them and communication is made more effective.
3. **Better co-operation and co-ordination** among employees are achieved in case of formal communication.
4. **Overlapping** of communication **does not take place**.

5. **Information** passed through formal channel is more **trustworthy** and can be easily relied upon.
6. Memos, circulars, instructions, guidelines, clarifications, agreements, reports etc., form a part of the formal communication. These facilitate in the smooth functioning of the organization.
7. Follow up actions and compliance becomes easier if information is passed through formal means.
8. There is **minimal chance of information leak** or flow of gossip in case of formal communication.

DISADVANTAGES OF FORMAL COMMUNICATION

1. Formal communication is **time consuming**. Even a small piece of information passes through long formal channel and hence takes a lot of time to reach every level in the organization.
2. Formal communication **does not allow social and emotional bonds** to be created.

B. INFORMAL CHANNEL OF COMMUNICATION/GRAPEVINE COMMUNICATION

By his very nature, man cannot always have a highly formalized or regimented living. Logically he cannot and will not always communicate through formal channels alone. Side by side with the formal channel of communication every organization has an equally effective channel of communication namely that is the informal channel. It is not officially sanctioned, and quite often it is even discouraged or looked down upon. But then, it is very much there, and has been given the name '**grapevine**' precisely because it runs in horizontal, vertical and diagonal directions. As the management experts put it, "**it flows around water coolers, down hallways, through lunch rooms and wherever people get together in groups.**"

FACTORS RESPONSIBLE FOR THE GRAPEVINE PHENOMENON

The grapevine becomes hyperactive when the following factors prevail.

- a. Feeling of uncertainty or lack of a sense of direction when the organization is passing through a difficult period.
- b. Feeling of inadequacy or lack of self confidence on the part of the employees, leading to the formation of groups.
- c. Formation of a favoured group the manager, giving other employees a feeling of insecurity or isolation.

- d. Some unusual happening in the organization.
- e. Personal problems of the employees.

TYPES OF GRAPEVINE CHAINS

KEITH DAVIS has identified four types of grapevine chains that can be enumerated as follows.

- 1) **SIGNLE-STAND CHAIN:** In this type of chain, 'A, tells something to 'B' who tells it to 'C' and so on. This chain is the least accurate in passing on information.
- 2) **GOSSIP CHAIN:** Here, one person seeks out and tells everyone the information he or she has obtained. This chain is often used when information or message of an interesting nature but one that is '**non- job-related**' is being conveyed.
- 3) **PROBABILITY CHAIN:** Here, individuals are indifferent to, or not really interested in, the persons to whom they are passing some information. They tell at random, and those people in turn tell others at random. This chain is found when the information is somewhat interesting, but not really significant.
- 4) **CLUSTER CHAIN:** In this type of chain 'A' tells something to a few selected individuals, and then some of these individuals inform a few other selected individuals.

DAVIS is of opinion that the cluster chain takes the form of dominant grapevine patterns in an organization. Generally only a few individuals called 'Liaison Individuals' pass on the information they have come upon. This too, they are likely to share with the people they trust or from whom they would like favors. It has been observed that information which is passed on immediately, is interesting or relevant ,or is job related and above all, timely. Most informal communication takes place through this chain.

ADVANTAGES OF INFORMAL COMMUNICATION

1. Speedy transmission
2. Feedback value
3. Support to other channels
4. Psychological satisfaction
5. Uniting force
6. Creation of ideas
7. Good personal relations

DISADVANTAGES OF INFORMAL COMMUNICATION

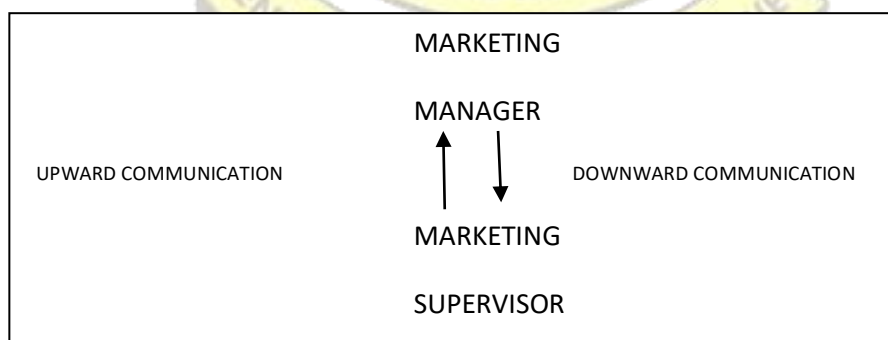
1. Cannot be taken seriously
2. Does not carry complete information
3. Lack of accountability
4. Chances of misinterpretation
5. It may prove counterproductive.



2. ON THE BASIS OF FLOW/DIRECTION/DIMENSION OF COMMUNICATION

Communication is multidimensional or multi directional. There are various directions in which it flows.

VERTICAL COMMUNICATION



A.UPWARD COMMUNICATION

Communication that flows from **bottom to top**, or which is from lower hierarchical level to higher level is called upward communication. The main function of upward communication is to supply information to the upper levels about what is happening at the lower levels.

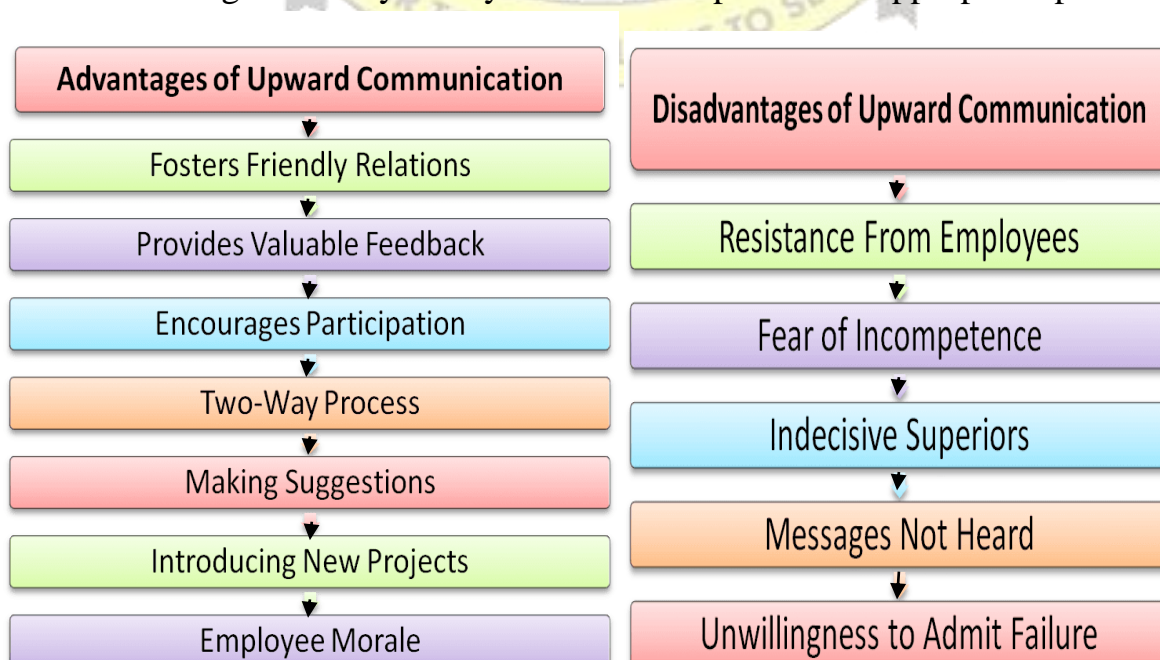
- ✓ It travels from the people at the bottom and reaches the upper levels of the organization structure.
- ✓ It is essentially participative in nature and can flourish only in a democratic organizational environment where it can satisfy the need of the upper levels of management to know specifically about production performance, marketing information, financial data and what lower level employees are thinking and feeling about the whole or part of the business.
- ✓ Upward communication also includes reports, performance appraisals, suggestions complaints, etc.

THE CONCEPT OF OMBUDSPERSON

Ombudsperson is that person in an organization who acts a liaison between the top management and the employees. He promotes upward communication by discussing the concerns of the employees with the management.

Ombudsperson or ombudsman is a Swedish word meaning a commissioner appointed to investigate to investigate the complaints of private citizens against government officials or agencies. Till recent times this concept remained only in Sweden. But now many American companies are making generous use of it. They have established a position for a person who investigates employees concerns.

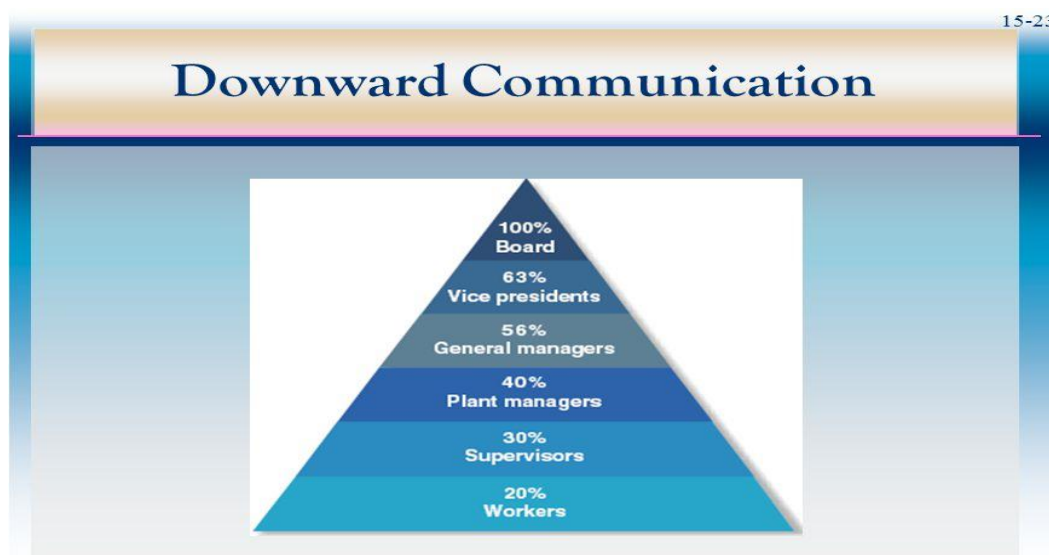
General electric, MC DONNELL DOUGLAS and AT & T are just a few companies that are using the ombudsperson for promoting upward communication. It provides valuable upward communication link and prevents scandals and legal costs by timely action on the part of the appropriate persons.



B. DOWNWARD COMMUNICATION

The communication that flows from **top to bottom** is known as downward communication. Every organization has an in belt hierarchical system, and in the first instance communication invariably flows downwards.

It originated in the assumption that the people operating at higher levels have the authority to communicate to people at the lower levels. Hence this kind of communication exists especially in organizations with an **authoritarian** atmosphere. Whether one likes this kind of atmosphere or not, it would be difficult to conceive of any organization without downward communication.



A sample representation of downward communicated can be stated as follows,

Downward communication

WRITTEN

Instructions
Memoranda
Letters
Handbooks
Policy statements
Procedures electronic news displays
Others

ORAL

instructions
speeches
meetings
telephone
loudspeaker
others

Advantages and Disadvantages of Downward Communication

Advantages of Downward Communication

- To inform
- Delegation of Authority
- Explaining Policies
- Maintaining Discipline
- Increasing Efficiency
- No Bypassing
- Building Good Relationship

Disadvantage of Downward Communication

- Under communication and over communication
- Lack of Feedback
- Loss of Information
- Delay in Exchanging Information
- Distortion of Information
- Creation of Resentment

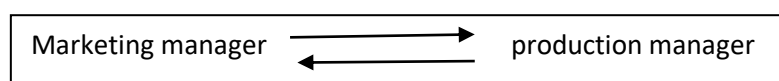
C. LATERAL OR HORIZONTAL COMMUNICATION

When communication takes place **between two or more persons who are subordinates working under the same person**, or those who are working at the same level, it is called lateral or horizontal communication.

- A good example of this kind of communication is that between functional managers. They are serving the organization in different capacities but their goals are common and their interaction is necessary to maintain co-ordination. This kind of communication mostly takes place during committee meetings or conferences where all members of the group interact. During the course of interaction, views of each other are made known and decisions are arrived at. Here, there are no superior subordinate relationships.
- The best example of lateral communication can be seen in the interaction of production and marketing departments. Strategies of marketing cannot be fruitful unless plans are communicated to the production department. The marketing managers have to be in constant touch with the production manager, in order to meet customer orders as per schedule.

Communication transferred through lateral means includes interdepartmental reports, requests, suggestions and informal communication among peers at the same level and so on.

LATERAL COMMUNICATION





UNIT-1

PREVIOUS YEAR QUESTIONS

1. What are the components of successful communication? (R17 Dec/Jan 18/19) (Supply).
2. Explain essentials of good communication. (R17, Dec/Jan 18/19, supply)
3. Explain the types of communication in detail. (R17, June/July 18/19, Reg).
4. What is communication? Explain the scope of communication process. (R17, June/July, 18/19, Reg).
5. Significance, scope and functions of business communication. (R14, Dec/Jan, supply).
6. What are the essentials of good communication? Describe the significance of informal communication (supply, R14 Dec/Jan, 18/19).
7. Define business communication. List out and explain the channels of communication. (R14, Supply, June/July, 2018).
8. Discuss the functions of business communication. (R14 Supply, June/July, 2018).
9. Write about significance and functions of business communication. (R14, Dec/Jan, 17/18, supply).
10. Explain the following, (R14, Dec/Jan, 17/18, Supply).
 - a. Upward and downward
 - b. Grapevine phenomenon
 - c. Formal and informal communication

11. Discuss the essentials of good communication. (R14, supply, June/July, 2017).
12. Briefly explain the channels of communication. (R14, Supply, June/July, 2017).
13. Identify the merits and demerits of informal communication, its uses and ways to control it (R14, Dec/Jan, 2016/17).

KNOWLEDGE IS NO VALUE UNLESS YOU PUT IT INTO PRACTICE



(17E00207) BUSINESS COMMUNICATION

SYLLABUS

The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

1. Concept of Communication – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication – Formal, Informal Communication – Upward, Downward, Horizontal Communication.

2. Types of communication: Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations **Non verbal Communication:** Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.

3. Interpersonal Communication: Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication.

4. Barriers of Communication: Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.

5. Report writing – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes

Text Books:

- Business Communication, C.S.Rayudu, HPH.
- Business Communication, Meenakshi Raman, Oxford University Press.

References:

- Business communication, Shalini Varma, Vikas.
- Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
- English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
- Business Communications, Hudson, Jaico Publications
- Business communication for managers, Penrose, Raspbery, Myers, Cengage
- The Skills of Communication, Bills Scot, Gower publishing company Limited, London.
- Effective Communication, Harward Business School, Harward Business Review
- Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand

UNIT-2

TYPES OF COMMUNICATION

INTRODUCTION

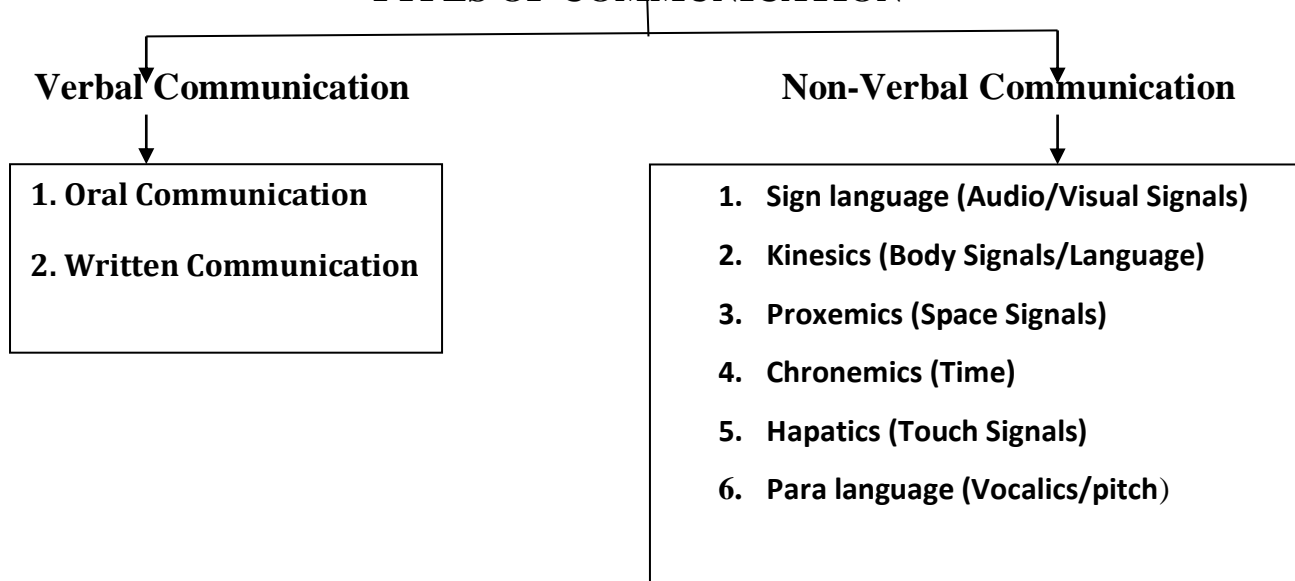
We communicate by exchanging symbols to describe our ideas and experience. Language is a common system of symbols which we use for sharing our experience with others. We can also use symbols like pictures, colours, signs and sounds to communicate. We do communicate a number of things, by our facial expressions, movements, clothing and so on, irrespective of whether we speak or not.

❖ Communication may be verbal or non verbal.

- Verbal means “**that includes words**”.
- “Communication **without words**” is known as Non Verbal Communication.

It is rightly said that if one does not understand someone’s words, how he or she can understand the silence. Therefore, verbal communication, both oral and written is most important for the sender and receiver.

TYPES OF COMMUNICATION



A. VERBAL COMMUNICATION

1. ORAL COMMUNICATION

Anything that emanates (come out) from the mouth is referred to as oral communication. Man is the only species gifted with language and the use of language is primarily in speech and for writing comes afterwards.

In any organization, formal and informal, communication is more oral than in written. It is primarily oral communication that brings members of a family,

neighbours and friends and colleagues together. Without oral communication any organization will become lifeless, its importance, therefore cannot be overemphasized.

“The man who can think and does not know how to express what he thinks, is at the same level who as the person cannot think.”

1.1 CHARACTERISTICS/SALIENT FEATURES OF ORAL COMMUNICATION

1. **Instantaneous Two Way Process:** Oral communication is a speedy two way process. The messages in oral communication travel back and forth instantaneously without any loss of time, making it highly interactive.
2. **One off Exercise:** oral communication is a one off exercise. It is not repeated and there is no written record to which any references can be made.
3. **Day to day Language:** The use of common, unconventional, day to day conversational language is considered to be the most effective in oral communication.
4. **Presence of Sender and Receiver:** The presence of both, the sender and receiver is required at the same time, for oral communication to take place.
5. **Principles:** Accuracy, clarity and brevity(exact use of correct words) are the three principles of oral communication. This can be achieved by using the right language, which the listener will understand and by sequencing the speech in a logical manner.
6. **Effect of Body Language and Speech Modulation:** Oral communication is highly effected by body language and voice modulations. A high or low pitch voice or gestures made during speech, greatly influence the quality of oral communication.
7. **It cannot Be erased or mended:** It is said, spoken words are like arrows, shot from a bow, which cannot be taken back. While in written communication, it is possible to erase and or rectify the language, the same is not possible in oral communication.

1.2 METHODS OF ORAL COMMUNICATION

Oral communication can be conducted or carried out between individuals or groups, depending upon the nature of the situation. In this process, communication is kept as short as possible, the frequency and timings are carefully considered, subject is put across carefully and consistently and

opportunities are provided for asking questions and discussing all aspects of the agenda.

Oral communication is practiced in the following scenarios.

I. AMONG INDIVIDUALS

1. **Face to Face Conversation:** Oral communication is best when it is face to face. A face to face setting is possible between two individuals or among a small group of persons at an interview, or in a small meeting. Communication can flow both ways in these situations. Immediate feedback has the advantage of making clarifications possible.
2. **Interview:** An interview is a meeting where one person or a panel of persons, (interviewers) put forward questions to another person,(interviewee). These are more formal conversations, where the purpose may be to assess the knowledge of the interviewee.
3. **Telephone Conversations:** Telephone talk is shaped by the voice and content of speech in the absence of close physical presence. Clarity of speech and skilful use of voice are important determinants. It is difficult to make out the difference between similar sounding words like “kite” and “night”, “life” and “wife”, for which reason the speaker has to take extra care.
4. **Grapevine:** Discussions among employees in an informal manner, on various aspects and matters concerning the organization and its affairs and other matters of interest among individuals is carried out and is sometimes in the shape of gossip or chat sessions.

II. AMONG GROUPS

1. **Negotiations:** Settling an issue by mutual understanding is called negotiation. Sometimes, negotiation may be on a one to one basis, in the case of salary hike, extension of contracts and meeting demands of trade unions etc.
2. **Meetings:** Meeting is usually a formal gathering to resolve and discuss various issues. There is a fixed agenda of most meeting which may be small with one or two persons or a large one like meeting of shareholders, etc.
3. **Lecture/Speech:** Lecture or speech is a formal conversation, in which one person usually speaks and the others listen as part of an audience. It may be on a particular subject or topic.

4. **Presentations:** A presentation has a face to face setting ,in which a well prepared talk is given on a specific topic, delivered to an interested and involved audience. Visual aids are used to enhance the presentation.
5. **Conferences/Seminars/Workshops:** A group deliberation on various topics, issues are held in conferences, seminars and workshops.

1.3 NEED FOR LEARNING ORAL COMMUNICATION SKILLS

In business transactions that involve face to face interaction between individuals or groups of individuals, it is not enough to be able to talk, speak, discuss, argue or negotiate an issue. A manager should be able to discuss persuasively, effectively and convincingly. To do so, he must know the skills of oral communication. Oral communication skills should include the following abilities.

- 1) Help in problem solving
- 2) Resolve conflict
- 3) Influence people to work together.
- 4) Persuade others to be involved in organization goals
- 5) Be assertive without being aggressive.
- 6) Develop listening skills
- 7) Be an effective negotiator.

These skills will develop the necessary tact and personality profile to work effectively for mutual satisfaction in the above situations.

It is said that it does not matter “what’ you say, what matters is “how” you say it. Your way of saying includes your choice of words, your confidence and sincerity, in addition to body language and other personality traits.

1.4 ADVANTAGES AND DISADVANTAGES OF ORAL COMMUNICATION:

S. No	Advantages	Disadvantages
1.	Immediate feedback	Lack of documentation
2.	Better relationships	Distortion in passing the message
3.	Time saving	No legal validity
4.	Effective tool of group communication	Possibility of misunderstanding

5.	Economical	Unsuitable of long messages
6.	Allows to measure effectiveness immediately	Difficulty in assigning responsibility
7.	It is the only way out during an emergency	It is constrained by physical barriers(noise,technicalfaultsofmike,seating arrangements etc.,
8.	Motivation	Not effective when the target group is spread out
9.	Flexibility	Easily forgotten
10.	Coordination	Great chance of misunderstanding
11.	Makes an immediate impact	Absence of permanent record
12.	Quick feedback	Confused speech
13	Personal Touch	Lack of secrecy

NOTE: In the point of examination-Explain all the advantages and disadvantages with explanation.

1.5 TIPS OF EFFECTIVE ORAL COMMUNICATION

According to **Francis J Bergin**, oral communication is characterized by seven C's candidness (frankness), clarity, completeness, conciseness(uses few words to say much), concreteness(specific, definite) , correctness and courtesy(politeness).

These act as principles for choosing the form and content of oral communication. Oral communication should provide a platform for a fair and candid exchange of ideas.

Effective Tips

- ✓ Consider the objective
- ✓ Be confident
- ✓ Think about the interest level of the receiver
- ✓ Be sincere and honest
- ✓ Use simple language and familiar words
- ✓ Be brief and precise
- ✓ Avoid vagueness and generalities
- ✓ Give full facts
- ✓ Use polite words and tone.
- ✓ Leave out insulting messages
- ✓ Say something interesting and pleasing, to the recipient
- ✓ Allow time to respond

- ✓ Avoid disagreement and argument
- ✓ Avoid use of slang words
- ✓ Be sensitive and courteous to the listener
- ✓ Develop new areas of conversation
- ✓ Maintain eye contact
- ✓ Exhibit positive gestures and body language
- ✓ Be descriptive but not evaluative.
- ✓ Avoid making the speech monotonous and boring
- ✓ Don't be repetitive
- ✓ Hear the other person too
- ✓ Try to summarize the discussions for clarity.

2. WRITTEN COMMUNICATION

A famous English writer **Francis Bacon** said, “Reading maketh a full man, writing an exact man, conference a ready man.” In order to make himself ‘**exact**’ i.e., to say effectively what he wants to say, the writer has to make considerable effort. While speech comes to us naturally and spontaneously, writing comes after serious practice and careful organization of thought.

The word ‘**write**’ has been derived from the old English word ‘**writan**’ that means to **scratch, draw or inscribe**. It shows that man learnt writing through a long process of drawing, scoring and incising symbols rock faces, dried skins, tree barks and clay tables.

The power of writing is eloquently expressed in the saying “**pen is mightier than the sword.**”

2.1 WRITTEN COMMUNICATION IN AN ORGANIZATION

Written communication has come to acquire great significance in the lives of individuals as well as business organizations. It reaches out across vast geographical areas and targets readers around the world. Most businesses rely on records and written documents, rather than on verbal contracts and oral commitments above.

It is impossible to think of business or an organization without written communication.

There are various reasons for this, namely:

1. In the first place, in an organization, there are too many people to have face-to-face communication with. They are generally spread over wide

geographical distances, and are sometimes not even connected by telephone. Though the situation is changing fast. But, even then, exchange of letters remains important component of communication.

2. People have to function with defined limits of authority and responsibility. In the absence of written communication, it becomes difficult to fix responsibility. This therefore is an essential part of any manager's responsibility to communicate on paper.

2.2 METHODS OF WRITTEN COMMUNICATION

Written communication is an essential part of organization life. Telephone, telex and fax machines have not in any way affected the importance of letters. They have only changed the mode of transmission and made the exchange of letters or memos faster. Methods of written communication in an organization include.

- Letters
- Memoranda
- Notices
- Minutes
- Circulars
- Agenda
- Manuals
- Handbooks
- Reports
- Orders
- Enquiries
- Complaints
- Quotations
- Contracts
- Forms

2.3 CHARACTERISTICS OF WRITTEN COMMUNICATION

1. Most Formal type of communication:

Usually most of the informal, casual conversation or friendly conversation is done orally.

Whenever there is need for formal communication, it is the written mode that is proffered.

2. Used for Documentation:

Written communication is mostly used for documentation. In an organization, documentation of records and decisions made from time to time are very important for which written communication comes handy.

3. Used for circulation of information:

This is used for circulation of information in the organization. Written communication makes it possible to circulate information without distortions and misrepresentations.

4. Conventional by Nature:

There are not many rules of grammar for oral communication, as there are for written communication. Written communication is conventional in the sense that it has to follow definite pattern as per rules laid down by the language.

5. Presence of both Sender and Receiver is not necessary at the same time:

It is an important feature of written communication where the presence of just the sender or the receiver is sufficient at a given point in time, to continue the process of communication.

6. A creative activity:

Written communication is essentially a creative activity which requires conscious and creative effort. In other words written communication is more specifically, more carefully thought out than oral communication that is based on spontaneous reaction to signs picked up from outside.

7. Time factor:

In a face-to-face communication situation, the sender's encoded messages are instantaneously decided by the receiver, whereas in a written communications some delay necessarily takes place. There is no fixed time limit to this delay. The sender or encoder takes his own in formulating the message which in turn takes quite some time to reach the receiver or decoder. The receiver will take this own time in filtering it through his mind and responding to it.

8. It has fewer cycles:

Written communication has fewer cycles than face-to-face oral communication. In oral communication there are multiple exchanges of symbols leading to multiple cycles. Most written communication is a one cycle event. Usually a message is sent and received, and that is the end of the event.

Of course, letters do lead to repeated cycles or communication exchange. But they cannot compare with the quick succession of cycles involved in a dialogue or informal meeting.

2.4 ADVANTAGES AND DISADVANTAGES OF WRITTEN COMMUNICATION

S.NO	ADVANTAGES	DISADVANTAGES
1.	Suitable for long messages	Limited to literate world
2	Effectiveness	Slow and Time consuming
3.	Promotes uniformity	Lot of paper work
4.	Mass access	Needs expertise in expression
5.	Suitable for distance communication	Lack of immediate feedback
6.	Image building	Cost in record keeping
7.	Accurate and unambiguous	More man hours needed
8.	Permanent in nature	No immediate clarification
9.	Facilitates in order to assign responsibility	Unsuitable for illiterate people
10.	Accurate presentation	Lengthy and expensive
11.	Goodwill and image building	Lack of direct relation
12.	Proper information	Learner experiences difficulty
13.	Permanent record	Too much paper work and e-mails burden is involved
14.	Clear Understanding	Difficult to change
15.	Easy to verify	No chance of clearing their doubts

NOTE: In the point of examination-Explain all the advantages and disadvantages with explanation.

2.5 Oral Communication Vs Written Communication

ORAL COMMUNICATION	WRITTEN COMMUNICATION
Immediate feedback	Delayed feedback
Shorter sentences	Longer sentences
More informal	Longer words
Conversational focus	More formal
Focus on relations	Focus on content and precision
Less detailed technical information	Delayed action
More personal pronouns	More detailed technical information
Simpler construction	Fewer personal pronouns

More imperative, interrogative and exclamatory sentences	More complex constructions
Review is rare	Useful for permanent records and detailed documentation
Lesser focus on grammar	Grammar accuracy is ensured
Local phrases and idioms are used	Phrases and idioms acceptable to all are considered
Simpler	More Sophisticated
Dynamic	Static
Economical	Expensive and stable
Involves talking and listening	Involves writing and reading

2.6 CONCLUSION

Both oral and written communication is well integrated in the personal, social and formal lives of people. Both have their advantages and disadvantages, though their importance cannot be denied. Whereas oral communication fulfils the social needs of a person in an amicable manner, written communication is essential for the work of any organization. Almost all formal communication is in writing, though, its percentage may be very small in comparison with the huge amount of informal oral communication.

B. NON-VERBAL COMMUNICATION

- ❖ Sign language (Audio/Visual Signals)
- ❖ Kinesics (Body Signals/Language)
- ❖ Proxemics (Space Signals)
- ❖ Chronemics (Time)
- ❖ Haptics (Touch Signals)
- ❖ Paralanguage (Vocalics/pitch)

INTRODUCTION TO NON-VERBAL COMMUNICATION

The word “Non Verbal Communication” means communication which does not involve speech or words. By non verbal communication, we mean all communication that involves neither written nor spoken words, but which occurs without the use of words. Thus, this is the **wordless message** received through the medium of gestures, signs, body movements, facial expressions, tone of voice, colour, time, space, style of writing and choice of words.

Animals communicate their deepest feelings through gestures, cries, whistling, cooing and other signals known to each other. **Human beings** have evolved the language of words to convey thoughts in a structured manner.

Still, many a times, we tend to convey our feelings by smiling, patting(touch someone with a flat hand to show care), shouting or using wordless clues. At other times, we also lace our words with different tones, gestures and facial expressions, to give a deeper meaning to our words.

The verbal and non verbal messages together form the total meaning of the message communicated. There is something said and something implied with every message communicated. For a full understanding of the message, we should know what has been communicated through words and without them.

CHARACTERISTICS OF NON-VERBAL COMMUNICATION

1. **Instinctive:** Non-Verbal Communication is instinctive in nature, that is, it indicates the attitude, instincts and feelings of the speaker.
2. **Less Conscious:**
 - Words are spoken after due thinking and with conscious effort., Depending on the situation we have to make conscious effort in our choice of words.
 - The non verbal part of communication, on the other hand, is less deliberate and conscious as most expressions and gestures are mostly unconsciously expressed, for the speaker too may not be aware of these signs.
3. **Subtle:** spoken written words are obvious and easy to see ,listen and understand, whereas, non verbal communication is subtle, and needs skills to be understood and expressed.
4. **Complimentary to Verbal Communication:** non verbal communication does not stand alone on its own and neither does it completely substitute communication with words; rather it complements verbal communication and makes it more effective. As an example, when we watch a movie, dialogues are made more impressive by the way they are delivered, with the modulations in the voice, other gestures and signals.
5. **Forms the larger Part of the Overall Communication activity:** On scientific analysis it has been found that different aspects of communication account for percentages stated below.

EXTENT OF NON-VERBAL COMMUNICATION

Management impact	Type of communication
-------------------	-----------------------

55 percent	Facial expression body posture, gestures
7 percent	Words
38 percent	Tone of voice and inflection


Non verbal communication speaks much louder than words

VERBAL V/S NON VERBAL COMMUNICATION

Basis	Verbal communication	Non-verbal communication
1. Use of word	Verbal communication uses oral or written words.	Non-verbal communication not uses any oral or written words.
2. Types	Verbal communications two types: Oral and written.	Non-verbal communications may various types: visual, audio, audio-visual, silent etc.
3. Understand	Easy to understand.	Difficult to understand
4. Structured	Verbal communications highly structured.	Non-verbal communication lacks in formal structure.
5. Distortion of information	Less possibility of distortion of information.	High possibility of distortion of information.
6. Continuity	Verbal communication begins and ends with words.	Non-verbal communication continues until the purpose achieved.
7. Feedback	Verbal communication gives a less and delayed feedback.	Non-verbal communication gives a lot of feedback.

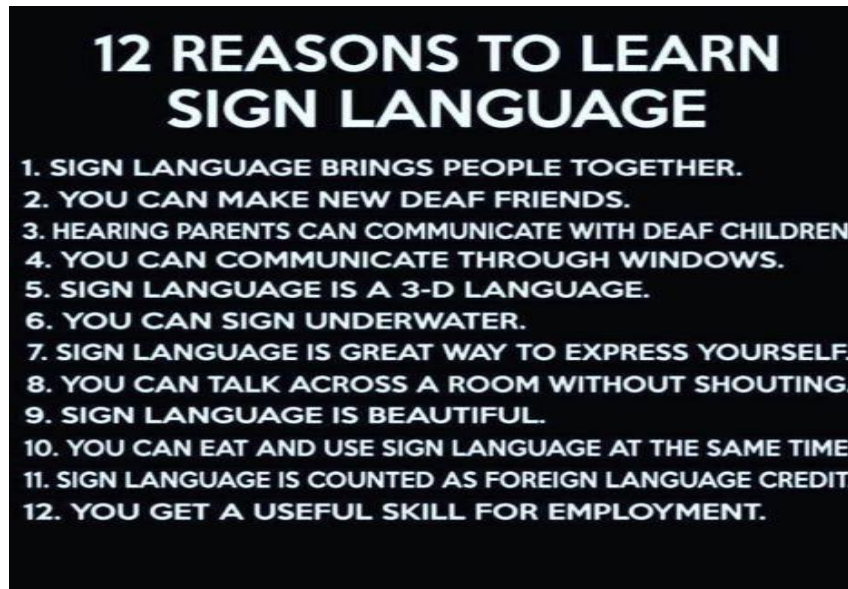
3. SIGN/SYMBOLS LANGUAGE (Visual and Audio Signals)

Communication is a process involving the use of mutually understood signs/symbols between the sender and receiver of a message or piece of information. Language is the most sophisticated or systematic set of symbols. The evolution of any language takes a long time, normally running in centuries though communication has always been taking place.

	What types of signs and signals are used in the workplace?
BSC Level 1 Certificate in Health and Safety at Work Issue 1 October 2008	<p>There are two main types:</p> <ul style="list-style-type: none"> ■ Visual: <ul style="list-style-type: none"> □ Signs □ Notices □ Hand signals ■ Audible: <ul style="list-style-type: none"> □ Voice □ Sirens □ Bells and alarms.

From time immemorial, man has been using signs and symbols mutually understood between at least two persons, and more usually among people

belonging to a group tribe or trade. These signs, symbols, signals and indicators have generally been of two types -visual and audio or sound signals. Smell touch and taste also communicate because sensory perception and impressions are a necessary part of human existence. The reason is that we take more than 50% of our information through the gateway of our eyes.



3.1 VISUAL SIGNS

Regarding the importance of the visual element in communication Lesikar and Pettit say, “we know from our study of communication theory that words are imprecise, conveyors of meaning. Thus we frequently **have difficulty, communicating through words**, making our dependence on the use pictures to help communicate information more succinctly.”

- ❖ How effectively pictures communicate becomes clear from the **paintings**, murals (a large picture that has been painted on a wall) and engravings found on the walls of ancient caves, temples and other buildings. They tell us a lot about the tribes, races rulers and traders, their religion, hunting, other adventurous deeds and art. Their symbolic and communicative value has been a subject of serious study.
- ❖ The tradition of drawing pictures for communicate purpose continues. **Posters and pictures** both big and small, real life drawings as well as **cartoons and statues** are freely used for general information as also for business purposes. Everybody is familiar with the picture of ghastly, skeletal paws symbolizing the deadly grip of drugs and so on.
- ❖ **Maps and diagrams** are an essential part of say a book of geography, science, economics and history in the same way as no pamphlet of

tourism and hotel industry, oil refinery or motor company is complete without nice looking colorful photographs.

- ❖ Sincerely, lights-green, red, orange at **traffic points**, railway stations and airports, or a red bulb outside the operation theatre of a **hospital**, **Colours of flag** and **flowers** of bouquet speak volumes about the feelings of communication.



Many of these drawings and photographs, have a local or somewhat limited appeal in the sense that, at a time, only a particular section of people will be interested in them. But a much larger number of signs, and symbols speak a '**universal language**' understood by anybody anywhere.

3.2 AUDIO/SOUND SIGNALS

An **audio signal** is a representation of **sound**, typically using a level of electrical voltage for analog **signals**, and a series of binary numbers for digital **signals**. **Audio signals** have frequencies in the **audio** frequency range of roughly 20 to 20,000 Hz, which corresponds to the upper and lower limits of human hearing.

- ❖ Side by side with visual, signals, audio or sound signals have always been in use since the beginning of civilization, and have conveniently been adopted by the world of business.
- ❖ Different kinds of **drumbeat** were used by people living in jungles in olden times, as we are told in our history and geography books.
- ❖ But drumbeating is in use, also in modern times, conveying or sharing different kinds of feelings on different occasions or celebrations.

- ❖ In one way or another, drumbeating is an essential part of many communities culture
- ❖ . Its immediate impact is to arouse and gather the hearers.
- ❖ Closely allied to drumbeats, so far as volume is concerned, are alarm signals.
- ❖ There are various kinds of **alarm signals, fire alarms, accident, casualty alarms, air raid or assault alarms, VIP motorcade alarms and machine breakdown alarms.**
- ❖ Various kinds of **sirens, hooters (a siren or steam whistle, especially one used as a signal for work to begin or finish.)** and whistlers are used for these purposes.
- ❖ **The main idea is to caution the listener and take the right step.**
- ❖ Blowing a horn serves a similar purpose as also clock or watch alarms which makes us aware of the time and programme of our schedules.
- ❖ No office is complete without a **buzzer, press button bell, electrically operated bell or any other sound signaling system.**
- ❖ **They put the concerned people on alert, send out signals, regarding a visitor being welcome or not and as to whether it is time to leave.**

3.3 ADVANTAGES OF SIGN LANGUAGE

1. Visual signals like pictures and photographs rely on verbal communication. What cannot be said in so many words can be **easily conveyed in visual terms.**
2. Colorful paintings photographs and posters make communication **interesting and motivate the receiver of the message.**
3. They are also a reflection of the **mental makeup intelligence level** and cultural background of the communication.
4. **Posters** are effective means of **advertising** since they immediately attract the attention of the public/potential buyers.
5. **Sound signals are very quick in conveying the intended message.** For example the ringing of a bell or the shooting of a siren make the worker active both in reporting for duty winding up the day's work or in taking suitable appropriate safety measures.
6. Sound signals are useful **in time management** enabling one to plan one's day on the basis of time signals.

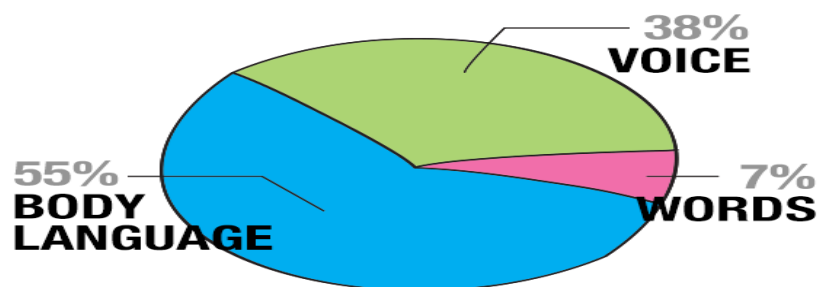
3.4 LIMITATIONS OF SIGN LANGUAGE

1. Sign language whether using visual signs or audio/sound signals can communicate **only elementary and simple ideas**. Any complications or skews in ideas can hardly be conveyed through posters/pictures.
2. It is **not easy to draw effective pictures**. It requires great skill on the part of the artist to be able to get across the exact idea.
3. Sign language can be effective when combined with verbal communication
4. However sign language is quite likely to be misunderstood. The receiver of the message has to be in a proper frame of mind to decode the message/information conveyed by visual or sound signals.
5. While in verbal communication spot correction is easy, it is not so in sign language. It is generally not easy to repeat, retract or improve upon these sign/signals.

4. BODY LANGUAGE/KINESICS

Kinesics is the name given to study of body's physical movements. Kinesics is considered to be an intelligent way of communication. The study of the way in which certain body movements and gestures serve as a form of non-verbal communication.

Body movements and gestures regarded as a form of non-verbal communication.



“**Kinesics**” literally means “**body movements**”. Bodily movements, gestures and body language is an important factor, especially in face-to-face communication, as here the message is communicated by a number of factors like

- **Facial expressions**
- **Eye movements**
- **Gestures**

Body language is the reflection of thought, feelings and position. By nodding our head, blinking eyes, waving hands and shrugging shoulders we send out signals and messages, which are louder than words. That is why this area of enquiry has been called “body language.”

4.1 IMPORTANCE OF BODY LANGUAGE

Psychologist PAUL EKMAN says, we talk with our vocal cords, but we communicate with our facial expressions, tone of voice and our entire body.

Kinesics or Body Language Includes

- | |
|--|
| <ul style="list-style-type: none">a. Facial expressionsb. Eye contactc. Gesturesd. Head, body shape and posturee. Appearance |
|--|

EXPLANATION:

a. FACIAL EXPRESSIONS

- ✚ “The face is the index of the heart.”
- ✚ Whatever we feel deep within ourselves is at once reflected in our face making facial expressions such as integral part of communication.
- ✚ We convey so much without speaking a word.
- ✚ Every facial muscle is an instrument of communication with a significant role to play.
- ✚ The face and eyes are the most expressive means of body communication.
- ✚ DALE LEATHER, has found that 10 basic categories of meanings can be communicated via facial expressions.
 - ✓ happiness
 - ✓ surprise
 - ✓ fear
 - ✓ anger
 - ✓ sadness
 - ✓ disgust (a feeling of strong disapproval)
 - ✓ contempt (disrespect, the feeling that a person/thing is worthless)
 - ✓ interest
 - ✓ bewilderment (a feeling of being confused)
 - ✓ determination

b. EYE CONTACT

- ✚ The eyes play an important role in face to face communication.
- ✚ Eye contact is one of the most powerful forms of non verbal communication
- ✚ The eyes, along with the **eyebrows, eyelids and size of pupils convey our innermost feelings.**
- ✚ **Eye brows and eyelids raised** and combined with dilated pupils tell us that the **person is excited, surprised or frightened.**
- ✚ Eye brows with **upper and lower eyelids closed and combined** with constricted pupils tell us that the **person is angry or in pain.**
- ✚ **Direct eye contact of more than 10 seconds can create discomfort and anxiety**
- ✚ Averted eyes show anger, hurt feelings, and a hesitancy to reveal the inner self. They also reveal **negativism** and the need to **increase psychological distance** as in an elevator waiting room or other small space.

c. GESTURES

- ✚ **Gestures are the physical movements of arms, legs, hands and head, which help one to express thoughts and to emphasize ones speech.**
- ✚ They play a very important role in conveying meaning without using words.
- ✚ One type of body gestures are, **EMBLEMS**: A large number of body movements have come to be identified as a substitute for verbal translations.

SOME OF THE EMBLEMS ARE

- ❖ Patting the stomach: “I am full of food.”
- ❖ Nodding the head up and down: “yes or I agree”
- ❖ Patting the adjacent seat: “sit beside me.”
- ❖ Yawning: “I am bored”
- ❖ Cupping hand behind ear: “I can’t hear you”
- ❖ Clapping hands: “I approve”
- ❖ Placing first finger on lips: “Be silent.”
- ❖ Tapping finger against skull: “I am thinking.”
- ❖ Waving: “Hello, goodbye, come here”

❖ Forming the first and second finger in the shape of V: “peace or victory”

POSITIVE GESTURES: Positive gestures are body signals which make us look relaxed, confident and polite.

1. Learning a little towards the speaker
2. Tilting the head
3. Eye contact with the speaker
4. Gently nodding the head in agreement
5. Walking with the head upright hands swinging freely by the sides.

Positive gestures

TYPES	SIGNIFICANCE
Open palms	Positive personality
Eye to eye confrontation	Honest and direct
Smile	Open personality

NEGATIVE GESTURES: Negative gestures include body movements which gave a negative impression about us. These are,

- ✓ Hands in the pocket
- ✓ Covering the mouth with the hand while speaking
- ✓ Scratching
- ✓ Biting nails
- ✓ Glancing sideways
- ✓ Drumming fingers
- ✓ Tapping feet
- ✓ Wringing hands
- ✓ Crossed arms or legs
- ✓ Setting the hair with hands
- ✓ Sitting on the edge of the chair
- ✓ Speaking too fast or too slow
- ✓ Straightening the tie
- ✓ Clearing the throat too often
- ✓ Blinking too often
- ✓ Clicking the pen
- ✓ Playing with the paper weight
- ✓ Adjusting the glasses up the nose.

GESTURES SHOWING LACK OF GOOD SENSE

- Banging the table
- Chewing pens
- Waving hands around you while talking

- Wiping hands across the face
- Touching nose time and again
- Attending meetings with the cell phone on
- Starting pointedly at someone.

d. HEAD AND POSTURE

HEAD:

In any face-to-face communication, meeting or interview, the way we hold our head is very important. Everybody is aware of the age-old saying, **“Hold your head high”** which is nothing but a sign of honor and self respect, confidence, integrity and interest in the person before us.

POSTURES:

A person general posture, even without specific gestures, communications meaning.

- The body position of an individual conveys a variety of messages.
- For example, superiors usually take more relaxed postures than their subordinates.
- Several writers have concluded, that when you lean forward to the person towards whom you are speaking with, you demonstrate(indicate) interest in him/her.
- Sitting back on the other hand may communicate lack of interest.
- Such expressions or gestures can denote cheerfulness affection pleasantness joy fear anger nervousness caution worry etc.

e. APPEARANCE:

It includes clothing, hair, jewelry, cosmetics etc.

- All these may seem unrelated to body language, but on having a closer look we find that they are very meaningfully related to our facial expressing and communicating styles.
- A famous writer has said that a man is recognized by his **“dress and address”**; means the way a person speaks to another.

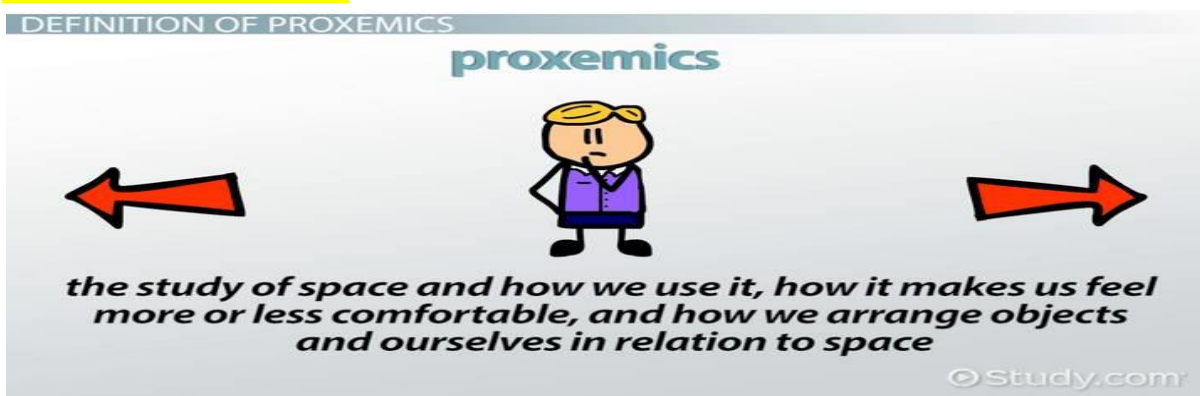
4.2 EFFECTIVE USE OF BODY LANGUAGE

Mind the body talk: In our day-to-day communication, we should carefully notice details about the way we speak and move.

- 1) When standing we should keep our shoulders erect, body open and weight every balanced on both feet, **Straight poster**

- 2) **Be careful with the handshake:** This conveys crucial messages about power, status and concern for the person we meet.
- 3) **Establish good eye contact.**
- 4) Maintain direct eye contact
- 5) Be yourselves
- 6) Graceful movements and confident posture improve the atmosphere at the workplace.

5. PROXEMICS OR SPACE LANGUAGE AND SURROUNDINGS



“Proxemics” is the study of **how we communicate with the space** around us. Proxemics is made from “proximity” which means nearness and includes the space around us. It is the study of how we communicate with the space around us. It involves how we arrange personal space and what we arrange in it. How much space we are arranging person.

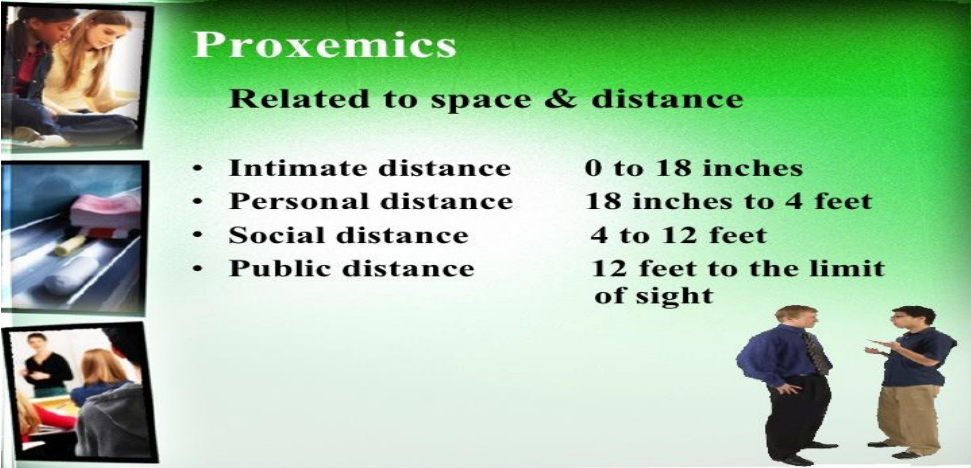
SPACE LANGUAGE

It tells us as to how people communicate with space.

- **How close or far they stand in relation to another person**, where they sit in a room, or how they arrange the office furniture all of which has a real impact on communication.

5.1 TYPES OF SPACE

1. FEATURE-FIXED SPACE
2. SEMI-FIXED FEATURES SPACE
3. PERSONAL SPACE



Proxemics

Related to space & distance

- **Intimate distance** 0 to 18 inches
- **Personal distance** 18 inches to 4 feet
- **Social distance** 4 to 12 feet
- **Public distance** 12 feet to the limit of sight

1. FEATURE-FIXED SPACE: It refers to buildings and other fairly permanent structures, such as walls.

- ❖ The manner in which building is laid out and the sequence of rooms and offices, have a considerable influence on communication.
- ❖ The person with probably communicates more with those individuals whose offices are closer to his own rather than with those which are farther away from him.
- ❖ Evidence reveals that bigger the fixed place, higher will be the status of the individual in an organization.

2. SEMI-FIXED FEATURES SPACE:

- ❖ The placement and arrangement of **moveable objects, such as desk and chairs**, is referred to as semi-fixed features space.
- ❖ Currently, a great deal of emphasis is placed on how business offices are arranged.
- ❖ In addition, the quality of furniture has considerable influence on the status of the individuals and this is clearly communicated non-verbally.
- ❖ Frequently, the superior person will come from behind the desk and will face the subordinate, for easier communication

3. PERSONAL SPACE:

- ❖ Our **interaction with the people around us** has for a well-defined or well-understood dimension.
- ❖ Conversely we can say that the spatial dimension or distance between us and other people tells us something important about our relations and the nature of our communication with them.

- ❖ This branch of proxemics has come to be regarded as “**personal space language.**”

5.4 SPACE USE

Proxemics is also concerned with the use of space by groups of people. The space assigned to them, determines their respective place and interaction patterns.

For example, people who begin conversation and those seated at the front are usually considered leaders of the group. If the same people are seated in a row, their communication pattern will be of a different nature. People seated around/oval table will most likely communicate in the form of a conference.

Everyone is aware of some of the ways space is used to communicate in business organizations.

Experts have identified three basic principles about the use of space vis-à-vis status within the organization.

1. For people who enjoy a higher status in the organization, more and better quality space is allotted. In many organizations, the president has the most attractive office, while the vice president, department heads, and lower level employees have smaller offices. The number of windows in the office the way the office is furnished are also commensurate with rank of position. This is clearly evident that better the quality place, higher will be the position or seniority of the individual.
2. The higher people in the organization are protected within their territory which is often closed. Many times the more status a person has in the organization, the more difficult it is to see him/her. Outer offices and secretaries are usually used to protect the high-status person. Even gates are manned with specially deployed security staff.
3. For senior people in the organization it is easier to invade the territory of lower status personnel. The superiors usually can enter the subordinate's office at will. The supervisor also has the ability to phone the subordinates at almost any time. This is the privilege that he/she enjoys. However, the subordinate usually does not have the same access to the supervisor.

6. TIME LANGUAGE/CHRONEMICS

Chronemics is the study of how human beings communicate through their use of time.

- ✚ We attempt to control time trying to use it more effectively. Good timing is very crucial and you should rehearse a formal presentation until it is a

little underline, because staying within time limits is a mark of courtesy and professionalism.

- ✚ Duration pertains to how long we allocate for a particular event partiality is the promptness associated with keeping time.
- ✚ Time language is another type of non verbal communication wherein we communicate with others in terms of time, by showing them, in our own cultural way, what time means to us.
- ✚ We do this mostly by symbolizing time, and by sending out signals regarding the importance of time and so on.
- ✚ In this connection, it is important to note that **‘time management’** is now one of the most important part of overall management.
- ✚ TMI (Time Managers International) is one of the most important American consultancy companies which render valuable advice to business organization in respect of optimal use of time.
- ✚ Business community all over the world , knows the worth of time. It has been pointed out those “scientific managers of the late 1800’s equated the worth of **time with money.**”
- ✚ We are also reminded repeatedly that time is money. It is this consciousness of the worth or importance of time and its crucial role in productivity that has led to the invention of many time saving devices.

Chronemics

- ➔ **Chronemics is the study of how human beings communicate through their use of time.**
- ➔ **We attempt to control time, trying to use it more effectively. Good timing is very crucial, and you should rehearse a formal presentation until it is a little under line, because staying within time limits is a mark of courtesy and professionalism.**

- ✚ In fact, time pervades our thinking and dominates our communication.
- ✚ All communication is meant to be suitably timed.
- ✚ We get/send out/covert signals about whether anybody/anything is early or late.

- ✚ While people in the west, are time conscious, attaching the highest importance to punctuality, people in the east have a more relaxed attitude towards it.
- ✚ The way we use and structure time, can send intentional and unintentional messages about what we value and whom we consider to be important. This is called chronemics.

S.NO	Monochronic People	Polychronic People
1.	Do their tasks, missions one after another	Do some tasks,missions simultaneously
2.	Are concentrated on their job	Can easily be distracted
3.	Try hard to do their job in time	Consider purpose/results of their task/mission to be much more important than due time/date
4.	Stick to a plan/schedule	Can easily be distracted
5.	Borrow or loan money very seldom	Borrow or loan money very often
6.	Have normally superficial individual relations	Try normally to establish serious and hosting individual relations
7.	Are normally devoted to their job	Are normally devoted to their relations

7. HAPTICS (TOUCH) COMMUNICATION

Haptic Communication is a form of non-verbal communication and the way by which people and animals communicate via touching.

Touch is the most effective to communicate feelings and emotions.

- It is derived from Greek word HAPTIKOS meaning able to come into contact with.
- Haptics = touch = connection
- Touch is at the core of personal experience
- Of the five senses, touch is the most proficient the only one capable of simultaneous input and output.
- This mode of communication has been our earlier means of making contact with others and has become essential to human development.
- Babies and children need to be touched in order to grow, flourish and avoid numerous health problems.

- In our life, touch plays an important role in how we respect to others and to our environment.
- It communicates many messages like when **we appreciate someone, we pat on his back**, parents and elders **bless their younger ones by touching their head**, younger people express respect by **touching the feet** of elderly people, **by shaking hands we show our warmth and affection to each other** and **when two friends hug each other after a long gap it shows their warmth and affection.**



- Touching can also know tenderness, affection and encouragement.
- An infant begins its communication life largely through the sense of touch.
- As the baby is a hugged, kissed, cradled, cuddled and stroked, human exchange begins to unfold.
- Psychologists contend that the denial of extensive touching can have untold negative impact upon the infant's development.

Touching actions serve as regulators. They both act as conveyors and elicitors of positive and negative feelings. Touching conveys the total range from highly impersonal to highly personal meanings. Touch can be categorized in four parts.

- 1) **INTIMATE TOUCH:** A child and mother usually touch each other to shower affection. Two friends/brothers who meet each other after a long gap can also indulge in an intimate touch.
- 2) **FRIENDLY TOUCH:** When two people meet, they touch their shoulders and back to show their warmth which too is a friendly touch.

- 3) **PROFESSIONAL TOUCH:** Doctor examines their patients by touching and surgeons operate their patients, again by virtue of touching and feeling physically.
- 4) **SOCIAL TOUCH: Handshake** is one of the commonest forms of this kind of touch. When a teacher touches his student to encourage him, it is a social touch. By touching the head of younger ones blessings are bestowed by the elder ones which again is a social form of physical contact.

UNIT-2

PREVIOUS YEAR QUESTIONS

1. Explain the principles of oral communication. (R17,Dec/Jan, 2018/19, supply).
2. What is non-verbal communication? Explain briefly. (R17,Dec/Jan, 2018/19, supply)
3. Outline the merits and demerits of oral communication. (R14, Dec/Jan 2018/19, supply)
4. Write short note on the following, (R14, Dec/Jan, 2018/19, supply)
 - a. Sign language
 - b. Proxemics
5. Discuss about the channels of communication in detail. (R14, June/July, 2018/19, reg).
6. Explain the time language and haptics. (R14, June/July, 2018/19, Reg).
7. Write down the advantages and limitations of Oral communication. (R14, June/July, 2018, supply,)
8. Outline the guidelines for kinetics, Proxemics, time language and haptics. (R14, June/July, 2018, supply)
9. Write the characteristics, advantages and limitations of written communication. (R14, Dec/Jan, 2017/18)
10. Explain the process and cons of oral communication in multinational companies. (R14, June/July, 2017, supply)
11. What non-verbal cues can be observable and what inferences can be drawn from them. (R14, June/July, 2017/2018, supply).

- 12.Explain the importance of body language with examples. (R14, Dec/Jan, 2016/17)
- 13.Discuss the procedure to write a letter to convey good news and bad news. (R14, Dec/Jan, 2016/17)
- 14.What are the characteristics of written communication? Explain advantages and limitations of written communication. (R14, Dec/Jan, 2015/16, supply)
- 15.Explain about, (R14, Dec/Jan, 2015/16, supply)
 - a. Body language
 - b. Sign language
 - c. Time language and haptics

Work hard in Silence . let your success be your noise

(17E00207) BUSINESS COMMUNICATION

SYLLABUS

The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

1. Concept of Communication – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication – Formal, Informal Communication – Upward, Downward, Horizontal Communication.

2. Types of communication: Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations
Non verbal Communication: Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.

3. Interpersonal Communication: Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication.

4. Barriers of Communication: Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.

5. Report writing – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes

Text Books:

- Business Communication, C.S.Rayudu, HPH.
- Business Communication, Meenakshi Raman, Oxford University Press.

References:

- Business communication, Shalini Varma, Vikas.
- Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
- English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
- Business Communications, Hudson, Jaico Publications
- Business communication for managers, Penrose, Rasberry, Myers, Cengage
- The Skills of Communication, Bills Scot, Gower publishing company Limited, London.
- Effective Communication, Harward Business School, Harward Business Review
- Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand

UNIT-3

INTERPERSONAL COMMUNICATION

INTRODUCTION TO INTERPERSONAL COMMUNICATION

Interpersonal Communication

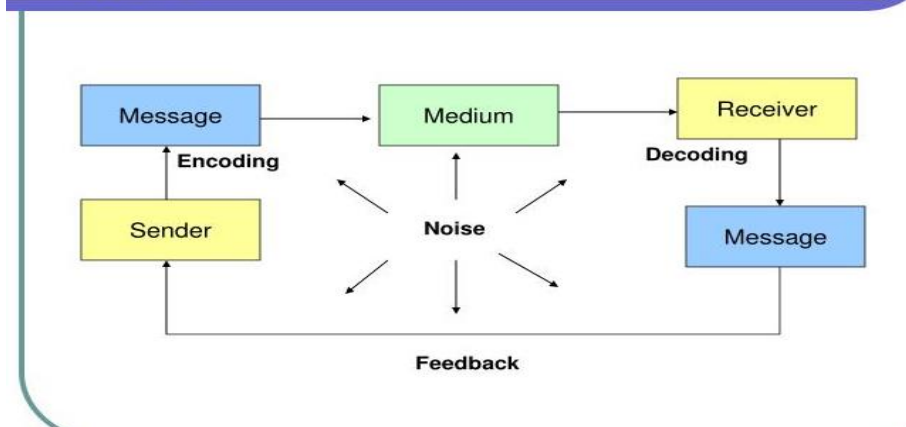
- Interpersonal communication is the process by which people exchange information through verbal and non-verbal messages.



Interpersonal Communication is the process by which people exchange information, feelings, and meaning through Verbal and non-verbal messages: it is face-to-face communication. Interpersonal Communication is not just about what is actually said – the language used – but how it is said and the non-verbal messages sent through tone of voice, facial expressions, gestures and body language.

- + Interpersonal skills are also known as Dyadic.
- + Exchange of information between two or more people is called Interpersonal communication.
- + Our interpersonal communication skills are learned behaviors that can be **improved through knowledge, feedback, practice and reflection**. It is extremely important in organizations to strengthen interpersonal relationships
- + This communication will result in productive work which is ultimately what organizations are looking for.

Interpersonal Communication Process



- ✚ The individuals behavior effects and is affected by the behavior of others. Such effect is reflected by change in perception, learning personality, motivation.
- ✚ It is the process of developing a unique relationship with another individual by interaction and simultaneously sharing influence.
- ✚ In this there is face-to-face interaction between two people both sending and receiving messages.
- ✚ It is usually perceived as purely oral.
- ✚ It is a term usually applied to verbal and non-verbal interactions in one-to-one (or) small group settings.
- ✚ It form contacts and maintain relationships. Through this we can give and collect information.

Interpersonal Communication Methods

- | | |
|--------------------------|--------------------------|
| • Face-to-face. | • Hotlines. |
| • Telephone. | • E-mail. |
| • Group meetings. | • Computer conferencing. |
| • Formal presentations. | • Voice mail. |
| • Memos. | • Teleconferences. |
| • Traditional Mail. | • Videoconferences. |
| • Fax machines. | |
| • Employee publications. | |
| • Bulletin boards. | |
| • Audio- and videotapes. | |

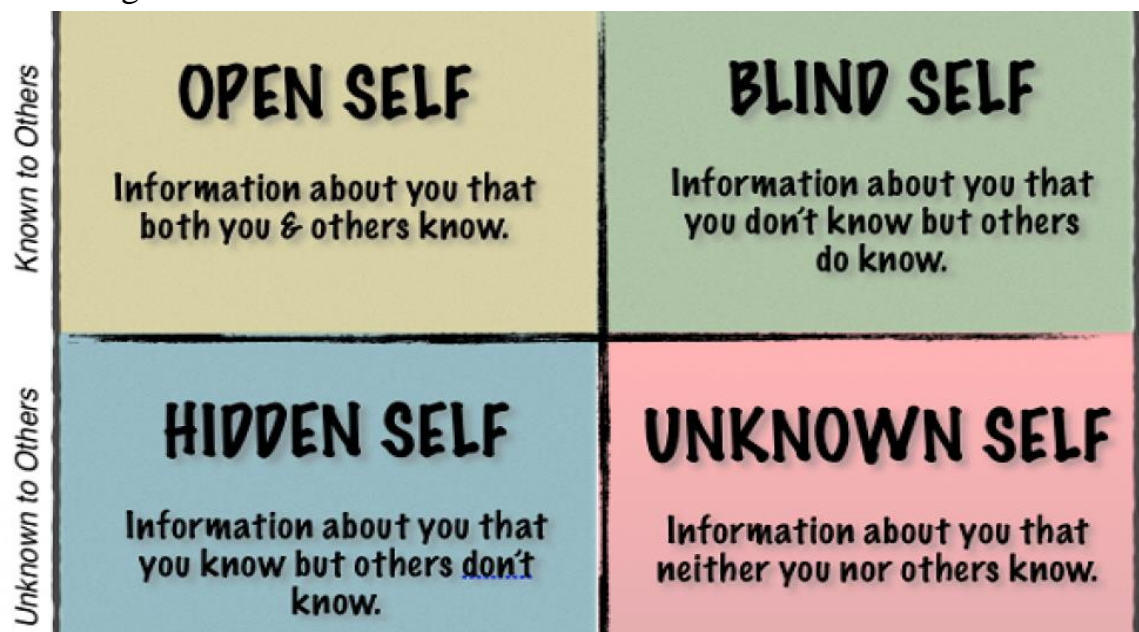


- ✚ It influence the attitudes and behaviors of others make decisions and solve problems

- ✚ It includes messages sending and message reception between two or more individuals. This can include all aspects of communication such as listening persuading asserting etc.
- ✚ Communication style varies from one ethnicity to another due to nature of the construction of the language.

JOHARI WINDOW

- ❖ It is a conceptual model for studying interpersonal awareness. It was developed by JOSEPH LUFT and HARRINGTON INGHAM.
- ❖ It shows that how people expose themselves to others and receive feedback from other in their interpersonal relationships.
- ❖ It is made by four different quadrants that together represent total person in relation to others on the basis of awareness of behavior feeling and motivation.



EACH QUADRANT IS DEFINED AS FOLLOWS

1. THE OPEN SELF

- It refers to states about an individual's such as behaviors feeling and motives that he knows and is willing to share with others.
- Sometimes the individuals is straight forward open and sharing in a relationship.
- It explains gives the information about the person behavior attitudes feelings knowledge skills etc., known by the person is by the group.
- It can be seen as the space where good communications and co-operation occur free from distractions confusions conflict and misunderstanding.

- It is the portion of the total interpersonal space devoted to mutual understanding and shared information.
- Individuals share more information particular personally relevant information.

2. THE BLIND SELF

- It contains information that I don't know myself but of which the group may know.
- We may speech in certain way with a tone of voice and don't look on our face but other people are actually aware of it.
- This can include simple information that you do not know or it can involve deep issues. Which are often difficult for individuals to face directly and yet can be seen by others?

3. THE HIDDEN SELF

- It refers to state about the individuals knows to him but not known to others.
- It contains all that information that we don't want others to know about us.
- It's that closet of feeling in securities and not so great experience. Its private information.
- In this people learn to hide man feeling and ideas right from their child hood.

4. THE UNKNOWN SELF

It refers to state unknown by the person about him/her self and also unknown by others.

INTERPERSONAL COMMUNICATION VS SITUATIONAL COMMUNICATION

INTERPERSONAL COMMUNICATION	SITUATIONAL COMMUNICATION
Communication (Business or personal) that is by nature:	Communication (Business or Personal) that is by nature:
Unstructured	Structured
Spontaneous	Less Spontaneous
Informal	More formal
No planned payoff	Planned Payoff
Thoughtful engagement	Thoughtful engagement with a purpose

Mostly effortless	Requires Significant effort and energy
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1. COMMUNICATION STYLES

Individuals have various preferences for both communicating with others and interpreting the communications from others. Good Communication Skills require a high level of Self-awareness. Understanding Communication Styles Can Advance your Relationships and your Career Prospects. You can make another person more comfortable with you by selecting and emphasizing certain behaviors that fit within your personality and resonate with another. Truly effective communication requires an understanding of other people's styles as well as our own. Numerous models have been developed which describe how to recognize an individual's preferred style of communication.

Type of strategy to use in communicating most effectively with them. A person style may be dominant, dramatic, impression, relaxed, open or friendly. These dimensions measure how you interact in various situations. People have different conversational styles.

According to Norton – communication style is the way one verbally, non- verbally and Para-verbally interacts to signal how literal meaning should be taken interpreted or understood.

When speakers from different parts of the country or of different ethnic talk to each other. It is likely that their words will not be understood exactly as they were meant.

TYPES OF COMMUNICATION STYLES

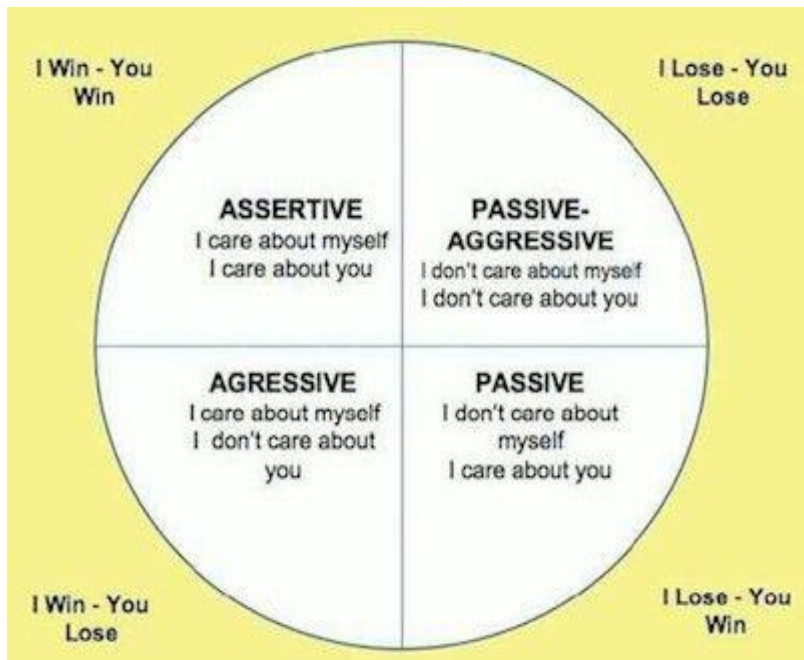
There are four types of communication styles.

1. **Assertive communication**
2. **Aggressive communication**
3. **Passive communication**
4. **Passive-aggressive communication**

EXPLANATION:

1. ASSERTIVE COMMUNICATION

- ✚ It is most effective and healthiest form of communication. In this individuals clearly state their opinions and feelings.
- ✚ When we are being assertive, we work hard to create mutually satisfying solutions.



- ✚ We communicate our needs clearly and forth rightly
- ✚ We know our limits and refuse to be pushed beyond them just because someone else wants or needs some from us.

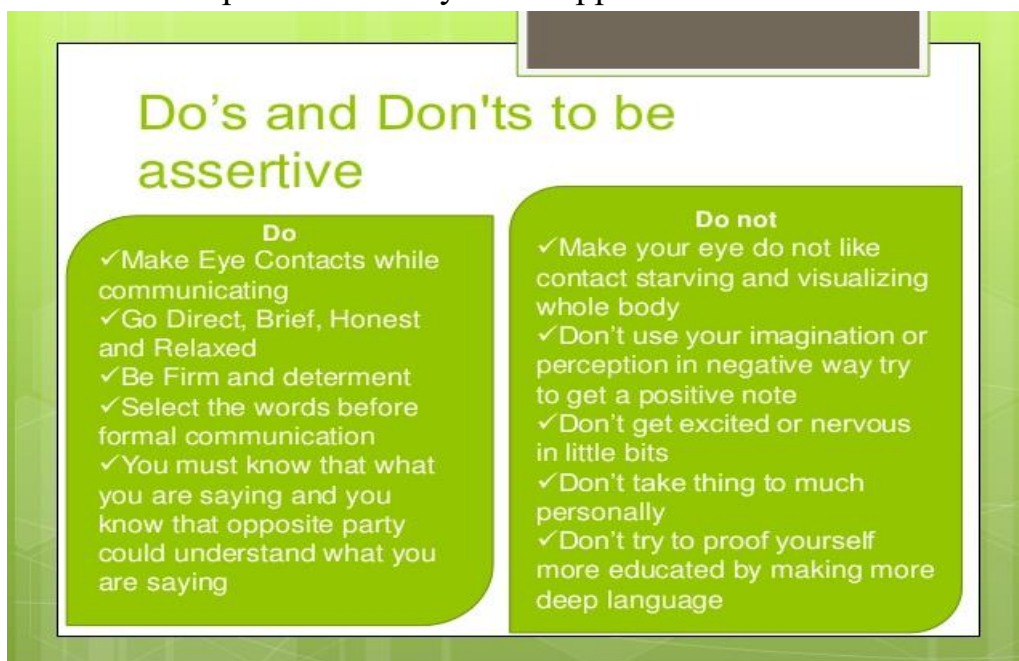
Assertive is the style most people use least. It allows us to take care of ourselves and is fundamental for good mental health and healthy relationships.

In this people say believe or believe in a way it says.

“I speak clearly, honestly and to the point”

“I can’t control others but I can control myself.”

“I’m 100% responsible for my own happiness.”



2. AGGRESSIVE COMMUNICATION

Aggressive Behavior

- Don't respect needs, opinions, or feelings other than their own.
- Do not apologize for things, even when they are at fault
- Do not respect the rights of others
- Feel others do not have a right to ask for things they want
- Avoid discomfort, even at the risk of conflict



- ✚ In this individuals express their feelings and opinions
- ✚ It always involves manipulation. In this people/individuals try to dominate others.
- ✚ In this individuals always blame others instead of owning their issues and thus are unable to mature.
- ✚ They didn't listen well and interrupt frequently.
- ✚ It is born of self-esteem (often caused by past physical or emotional abuse and feelings of powerlessness.)
- ✚ In this communicator/people say believe or behave in a way says.
 - "I'm superior and right and you're inferior and wrong."
 - "I can violate your rights."
 - "Your feeling is not important and it's your entire fault."

3. PASSIVE COMMUNICATION

"Passive Communication involves putting your needs last. You don't express your thoughts or feelings, or ask for what you want."

- ✚ It is based on compliance and hopes to avoid confrontation at all costs.
- ✚ It is usually born of low self-esteem
- ✚ In this we do not talk much question even less.
- ✚ In this people/individuals fail to express their feelings needs or opinions and fail to assert for themselves.
- ✚ In this we exhibit poor eye contact and slumped body posture and tend to speak softly or apologetically.
- ✚ In this people say believe or behave in a way
"In people never consider my feelings"

“I don’t know what my rights are”

“I’m unable to stand up for my rights.”

4. PASSIVE-AGGRESSIVE COMMUNICATION

- ✚ It avoids direct confrontation(passive) but attempts to get even through manipulation (aggressive)
 - ✚ This style of communication often leads to office politics. People/ individuals use facial expressions that don’t match how they feel i.e., smiling and angry.
 - ✚ They have difficulty acknowledging their angry
 - “I will appear co-operative but I’m not”
- “I’m weak and resentful. so I frustrate and disrupt.”

COMPARISION TABLE

Passive > Assertive < Aggressive

Too Nice	Firm	Mean
Suck it up	Clear Messages	Explosive
Hold it in	“I” Statements	Arrogant
Denial	Broken Record Technique	Oblivious
Subtle Manipulation	Well Respected	Manipulative
Guilt	Self-Accepting	Self-Absorbed
Shame	Self-Aware	Threatening
Low Self-Esteem	Self-Confident	Low Consideration of Others
Powerless	Powerful	Tyrannical/Put of Control
Latent Hostility	Comfortable	Hostile
Weak Boundaries	Well Defined, Clear Boundaries	Overbearing
Passive	Active	Attacking
“Door Mats”	Content	Dominant
Needs Acceptance	Self-Sufficient	Needs Power

2. MANAGING MOTIVATION TO INFLUENCE INTERPERSONAL COMMUNICATION

Motivation is derived from the **word motive**. It refers to the **needs, wants, drives, impulses within individuals**. It is the process of **stimulating people to action to accomplish desired goals**. It involves arousing and desires in people to initiate and direct their behavior in a purposive manner. It can be described as the driving force within individuals that impels them to action. The person’s activation depends upon the felt needs and expectations. The **psychology** of every individual is **different from others**.

- ✚ The motives of a person **drive him to achieve goal** to relieve his tension.
- ✚ Social and cultural values, customs and attributes play important role in motivation.
- ✚ The motives behaviors and goals all are **dynamic** in nature.
- ✚ In every organization there is **physical, financial and human resources**, **Motivation puts human resources into action.**
- ✚ It builds the will to work among employees and enables the management to secure the best **possible utilization of all resources.**
- ✚ Motivation influences the **level of performances** of employees, which depends not only on individuals which depends not only individual's abilities but also on his willingness to achieve a high level of performance.



- ✚ Management can **achieve the goals effectiveness** by motivating subordinates to contribute their best efforts towards the fulfillment of the assigned tasks.
- ✚ It bridges the gap between the **ability to work and willingness to work.**
- ✚ It helps in **increasing productivity, reducing the cost of operations** and securing overall **efficiency.**
- ✚ Goals form a part of the motivational process, goal achievement results in the satisfaction want.
- ✚ Those who formulated a **positive view** about themselves during the childhood will be **motivated** by themselves in the rest of the life time.
- ✚ Some individuals are **frustrated** despite of the rewards due to wide gap between his/her aspirations and rewards

- ✚ Some of the frustrated persons become mentally in and these persons **cannot be motivated** managing motivation to influence interpersonal communication.
- ✚ **Interpersonal communication** is a communication between two persons part of your mind (some call it the superior ego) tends to evaluate you and interferes with the way you present yourself.
- ✚ If that part is **dissatisfied and disturbed**, it will condemn “you” and taint your output with the condemnation i.e., it will add negativity to the way you present yourself in the inter-personal communication.

FOLLOWING ARE THE MAIN FUNCTIONS OF REINFORCEMENT (the process of encouraging or establishing a belief or pattern of behaviour)

1. Promoting interaction and maintaining relationships.
2. Increasing the involvement of the interactive partner
3. Influencing the nature and content of the contribution of the other person.
4. **Making interaction interesting and enjoyable.**
5. **Improving the confidence** and self esteem for the recipient.
6. Demonstrating a genuine **interest in the ideas, thoughts and feeling** of the other.
7. **Manifesting power**
8. **Increasing the social attractiveness** of the source of rewards.
9. **Creating an impression of worth** and understanding.



Prepared By

L.NIKHILA B.Tech, MBA

ASSISSTANT PROFESSOR

BALAJI INSTITUTE OF IT AND MANAGEMENT, KADAPA

**“Choose a job you love, and you will never
have to work a day in your life”**

CASE STUDY

In any subject, in External Question paper section-B consists of one case study (10 Marks) i.e., compulsory question. You will get case study from any of the 5 units in your particular subject. So if you prepare the complete syllabus you can able to attempt the case study. First analyze the case carefully and present the answer.

HOW TO WRITE SOLUTION FOR CASE STUDY

You should present the solution in a very attractive way. You must include

1. Brief Introduction about case study.
2. Problem Identification or Relevant to subject topic.
3. Solution for case.
4. SWOT (Strength, Weakness, Opportunity and Threat) Analysis, if necessary.
5. If any sub-questions were asked, mention the number of that particular question and write the direct answer.

1. Briefly explain the communication process in an Organization. Which type of communication process is better in your organization?

A. Communications is fundamental to the existence and survival of humans as well as to an organization. It is a process of creating and sharing ideas, information, views, facts, feelings, etc. among the people to reach a common understanding. Communication is the key to the Directing function of management.

A manager may be highly qualified and skilled but if he does not possess good communication skills, all his ability becomes irrelevant. A manager must communicate his directions effectively to the subordinates to get the work done from them properly.

Communications Process

Communications is a continuous process which mainly involves three elements viz. sender, message, and receiver. The elements involved in the communication process are explained below in detail:

1. Sender

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

2. Message

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

3. Encoding

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

4. Media

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

5. Decoding

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

6. Receiver

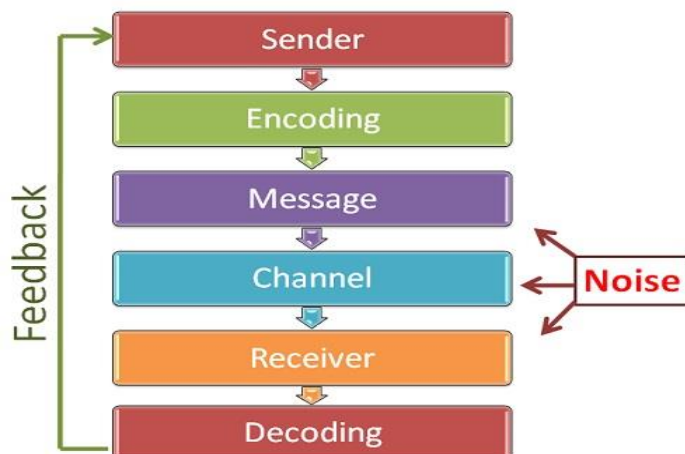
He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

7. Feedback

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

8. Noise

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



In my organization, I prefer two-way communication process, because it is more effective than one way communication.

2. What is the importance of Communication in an industry?

Importance of Communication

1. The Basis of Co-ordination

The manager explains to the employees the organizational goals, modes of their achievement and also the interpersonal relationships amongst them. This provides coordination between various employees and also departments. Thus, communications act as a basis for coordination in the organization.

2. Fluent Working

A manager coordinates the human and physical elements of an organization to run it smoothly and efficiently. This coordination is not possible without proper communication.

3. The Basis of Decision Making

Proper communication provides information to the manager that is useful for decision making. No decisions could be taken in the absence of information. Thus, communication is the basis for taking the right decisions.

4. Increases Managerial Efficiency

The manager conveys the targets and issues instructions and allocates jobs to the subordinates. All of these aspects involve communication. Thus, communication is essential for the quick and effective performance of the managers and the entire organization.

5. Increases Cooperation and Organizational Peace

The two-way communication process promotes co-operation and mutual understanding amongst the workers and also between them and the management. This leads to less friction and thus leads to industrial peace in the factory and efficient operations.

6. Boosts Morale of the Employees

Good communication helps the workers to adjust to the physical and social aspect of work. It also improves good human relations in the industry. An efficient system of communication enables the management to motivate, influence and satisfy the subordinates which in turn boosts their morale and keeps them motivated.

What is verbal communication? why do you suppose that this commercial relies primarily on non-verbal communication

3. How many types of Communications can be used in an organization? Explain in detail.

1. Formal Communication

Formal communications are the one which flows through the official channels designed in the organizational chart. It may take place between a superior and a subordinate, a subordinate and a superior or among the same cadre employees or managers. These communications can be oral or in writing and are generally recorded and filed in the office.

Formal communication may be further classified as Vertical communication and Horizontal communication.

A. Vertical Communication

Vertical Communications as the name suggests flows vertically upwards or downwards through formal channels. Upward communication refers to the flow of communication from a subordinate to a superior whereas downward communication flows from a superior to a subordinate.

Application for grant of leave, submission of a progress report, request for loans etc. are some of the examples of upward communication. Sending notice to employees to attend a meeting, delegating work to the subordinates, informing them about the company policies, etc. are some examples of downward communication.

B. Horizontal Communication

Horizontal or lateral communication takes place between one division and another. For example, a production manager may contact the finance manager to discuss the delivery of raw material or its purchase.

2. Informal Communication

Any communication that takes place without following the formal channels of communication is said to be informal communication. The Informal communication is often referred to as the 'grapevine' as it spreads throughout the organization and in all directions without any regard to the levels of authority.

The informal communication spreads rapidly, often gets distorted and it is very difficult to detect the source of such communication. It also leads to rumors which are not true. People's behavior is often affected by the rumors and informal discussions which sometimes may hamper the work environment.

However, sometimes these channels may be helpful as they carry information rapidly and, therefore, may be useful to the manager at times. Informal channels

are also used by the managers to transmit information in order to know the reactions of his/her subordinates.

Types of Grapevine network:

- **Single strand:** In this network, each person communicates with the other in a sequence.
- **Gossip network:** In this type of network, each person communicates with all other persons on a non-selective basis.
- **Probability network:** In this network, the individual communicates randomly with other individuals.
- **Cluster Network:** In this network, the individual communicates with only those people whom he trusts. Out of these four types of networks, the Cluster network is the most popular in organizations.

4. List the measures to improve communication effectiveness

A. Measures to improve communication effectiveness are as follows

1. Communication of Clarification of the idea.
2. Communication should be according to the needs of the receiver.
3. Consulting others before communication.
4. Awareness about the language, tone and body postures and gestures.
5. Convey information useful to the receiver.
6. Ensure proper feedback.
7. Follow up communications.
8. Be a good listener.
9. What aspects of non nonverbal communication are likely to differ when people from and cultures communicate?
10. Communication is a very important study of the human life, since it is the communication that helps human beings and other animals to connect with each other, as individuals and as independent groups. Communication serves a number of functions; to disseminate case, to express ideas and emotions, for education, to build relationships .This refers to a diverse communication of study used in everyday and represented in the case of physical gestures, art forms, signs and symbols.
11. It is the study form of communication that the great Austrian born American communication Peter Ferdinand Drucker referred Instead of fighting over the case mastodon kill.

12. We are trying to display our dominances verbal the business meeting Non Verbal Communication refers to the messages sent through gestures, eye contact, facial expressions, and posture.
13. We send many more non verbal communications than verbal messages. It is estimated that 50 to 90 percent of messages are non verbal. Non Verbal Communication has few rules and often occurs unconsciously, for instance while speaking we may throw our arms around; while listening a sudden verbal and result in a case intake What we can learn from Non-Verbal Communication Ever nonverbal the dawn of communication mankind has always been in study in nonverbal forms of communication.

ALL THE BEST

BALAJI INSTITUTE OF I.T AND MANAGEMENT KADAPA

**BUSINESS COMMUNICATION
(17E00207)**

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The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

- 1. Concept of Communication** – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication – Formal, Informal Communication – Upward, Downward, Horizontal Communication.
- 2. Types of communication: Verbal – Oral Communication:** Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations **Non verbal Communication:** Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.
- 3. Interpersonal Communication:** Communication Styles, Managing Motivation to Influence Interpersonal Communication – **Role of emotion in Inter personal Communication.**
- 4. Barriers of Communication:** Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.
- 5. Report writing** – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes

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UNIT-3**INTERPERSONAL COMMUNICATION****3. ROLE OF EMOTIONS IN INTERPERSONAL COMMUNICATION****3.1 DEFINING EFFECTIVE COMMUNICATION**

- The communication is the act of exchanging ideas. Effective communication is a two-way exchange of information, emotions, and intentions.
- Communication is a process that enables management to allocate and supervise the work of employees.
- When you are able to communicate effectively, you will be able to form deeper relationships, build an alliance of teamwork, commit yourself and others more easily to responsibility, and increase your problem solving ability.
- To communicate effectively, one should adopt skills that include listening, assertiveness, nonverbal techniques, **emotional intelligence**, and the ability to manage stress.

3.2 IDENTIFYING THE ROLE OF EMOTION IN INTERPERSONAL COMMUNICATION

- ✚ Emotions can override our thoughts and profoundly influence our behavior.
- ✚ Developing emotional intelligence skills help us to recognize the emotions of other people.
- ✚ The interpersonal roles of emotions into purely cognitive architectures are also enables effective expressiveness and behavioral variability that begins to resemble human behaviors.
- ✚ The interpersonal roles of emotions such as communication of internal mental states and behavioral intent help improve human-machine interaction by enhancing the synthetic agent's realism and believability.
- ✚ Models of the interpersonal role of emotion are particularly critical in organizational modeling in which explicit models of social interaction must be represented.
- ✚ Individuals bring their emotions with them into interactions and these emotions not only affect how they behave towards others, but also how others behave towards them.

- ✚ An individual's emotional state may be changed through interaction. For this reason, skills at encoding decoding and managing emotions are of almost importance.
- ✚ Emotion plays a large part in our ability to communicate effectively.
- ✚ The best communicators use emotion in a positive manner, evidencing passion, drive, energy, trust, and calmness.
- ✚ However, this skill is one that needs to be learned: it is a natural human trait for our emotions to cloud our ability to communicate, giving away our feelings and disrupting our ability to communicate effectively.

3.3 STRESS: THE DEVIL THAT DESTROYS EFFECTIVE COMMUNICATION

- ❖ The major road block in establishing and continuing effective communication is stress.
- ❖ This may be caused by a number of factors – some work related, others of a more personal nature – but whatever the cause, surrender to stress results in a lessened ability to listen and read other people as well as an increased likelihood of giving out false signals.
- ❖ When poor communication is stress-led, all parties can degenerate to knee-jerk reaction.
- ❖ An emotionally intelligent person is better able to manage their stress and reactions as well as the reactions of others.

3.4 EVERYDAY EXERCISES TO HELP MANAGE STRESS

- ✚ When considering the role of emotion in interpersonal communication, stress management is one of the top strategies to adopt.
- ✚ When you are able to manage stress in a variety of situations, not only will you communicate more effectively but also, you will earn the reputation of being a calm and fast-thinker, and effective decision maker.
- ✚ If you realize that you are becoming stressed, here are a few everyday exercises to help you manage stress levels and communicate in a calmer and more effective manner:
 - ✓ Take time to calm down, and think before speaking
 - ✓ Breathe slowly, relax your muscles, and think of a positive image
 - ✓ See the bright side of the situation, and take things a little less seriously. Look for ways to diffuse conflict, such as sharing a funny story

3.5 4 STEPS TO REMAIN STRESS FREE AND COMMUNICATE MORE EFFECTIVELY

1. Take a moment to breath

- Don't rush to respond.
- Take a second or two to breathe, gather thoughts, and process information received.
- Don't think it negative to ask for clarification of a question or previous statement – this gives you time to think about how to answer.

2. Communicate one point at a time

- Listeners have a limited time-frame of concentration.
- It is better to communicate one point at a time, use examples to clarify your position, and allow the other person a chance to respond accordingly.
- This gives you a chance to consider reaction, while drawing the correspondent into a more meaningful exchange, building mutual trust and respect.

3. Use body language effectively

- Think about your body language as you speak.
- Maintain eye contact, speak in an even tone, and speak clearly and concisely.
- Choose words carefully, relax, and open yourself to the communication exchange.

4. Summarization

- Having spoken, summarize your position and what you have said.
- Then allow the other correspondent to talk. Even if there is silence, don't feel the need to continue.
- Emotional intelligence will empower the effectiveness of your communication capabilities.

**Be a hero. Always say, I have no fear. Tell this to everyone
– Have no fear. — Swami Vivekananda.**

PREVIOUS YEAR QUESTIONS**UNIT-3**

1. What is the role of emotion in interpersonal communication? (dec/jan, suppl, 17E 2018-19)
2. How to influence motivation to the interpersonal communication ?(dec/jan, suppl 17E 2018-19)
3. What is johari window? What is its future? (Dec/jan, 2018-19, suppl 14E)
4. Explain the communication styles? (June/July, 2018, 17E)
5. Write about communication models and communication styles? (June/July, suppl 14E)
6. What do mean by interpersonal perception? Explain how internal perception influence interpersonal communication? (June/July, suppl, 14E)
7. Explain the following (dec/jan, 2017/18, suppl,)
 - a. communication models
 - b. communication styles
 - c. johari window
8. Describe the communication styles and their implications (dec/jan, 2016/17, 14E)
9. Write a note on johari window? (dec/jan, 2015-16, reg, 14E)
10. Enumerate the motivation theories to influence interpersonal communication?(dec/jan 2015-16 reg 14 E)
11. Give the role of emotion in interpersonal communication? (may 2016 suppl 14E)

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UNIT-4

BARRIERS OF COMMUNICATION

1. INTRODUCTION

- + Any parameter that limits the purpose or channel of communication between the transmitter and the receiver is a barrier to communication.
- + Communication barriers are the negative forces that may affect the effectiveness of communication.
- + Communication is not always successful; certain barriers in communication affect the clarity, accuracy and effectiveness of the message.
- + There may be some fault in the communication system which may prevent the message from reaching.
- + The message may not reach the receiver some problems may arise in its encoding and decoding (or) communicating channel may be wrong or defective.
- + There may be noise in the channel or there may be several personal reasons.
- + Miscommunication can originate three levels at the level of transmitter, of the medium or of the receiver.
- + Anything that obstructs free flow of communication is called “noise” or barrier to communication.
- + Each communication must be transmitted through an appropriate medium. An unsuitable medium is one of the biggest barriers to communication.
- + It can be either sender oriented or receiver oriented.
- + When the messages are not understood in its true intent it leads to misunderstanding or disagreements.
- + It is something that breaks the communication cycle, consequently, stopping.
- + Problems with any one of the components of the communication can become a barrier
- + Barriers obstructs in a work place that prevent effective exchange of ideas or thoughts.

- + A communication barrier may limit or reduce the ease at which we communicate and hence the name barrier.
- + Although the barriers to effective communication may be different for different situations, the following are some of the main barriers:

1.1 TYPES OF BARRIERS TO COMMUNICATION

1. Semantic Barriers
2. Organizational Barriers
3. Psycho-Sociological (or) Individual Barriers
4. Cross-Cultural (or) Geographic Barriers
5. Physical (or) Channel and Media Barriers
6. Interpersonal Barriers (Superior-Subordinate)
7. Technological Barriers
8. Linguistic Barriers
9. Psychological Barriers
10. Emotional Barriers
11. Attitude Barriers
12. Perception Barriers
13. Socio-Religious Barriers

1. SEMANTIC BARRIERS

- + The obstructions that come in the process of encoding or decoding the message are known as semantic barriers.
- + Different people assign different meanings to one specific message.
- + There are various disruptions in understanding the meaning of words and information exchange in the communication process.
- + Various types of semantic gaps found in day-to-day use of people like.

A. WORDS HAVING SIMILAR PRONOUNCATION BUT MULTIPLE MEANING/HOMOPHONES

- ✓ Some times in our communication/conversation we use several words which have the same pronunciation but have several meanings.
- ✓ The context of words and symbols used is known the receiver may misinterpret them because of his preconceived ideas.

- ✓ The words may be **homophones (similar pronunciation but different meaning)** and there may arise difficulty in getting to the right meaning of the message.

✓ **Example:** sight, site, cite

B. BADLY EXPRESSED MESSAGE

- ✓ Lack of clarity and precision create a badly expressed message.
- ✓ Lack of coherence awkward sentence structure and JARGONS (idioms) are common faults which lead to creation of such messages.

C. WRONG INTERPRETATION

- ✓ Whenever one interprets a symbol one's own understanding may be different from that of others.
- ✓ As interferences can give a wrong signal, more information may be sought to clarify doubts.

D. TECHNICAL LANGUAGE

- ✓ When technical language is used in the communication process. It creates barriers in understanding the message in the same sense and script.
- ✓ When technical Jargon is used in the communication process, it creates confusion and misunderstanding between the sender and receiver.
- ✓ **Example:** mouse is only an animal where as in computer Jargon it is a device.

2. ORGANISATIONAL BARRIERS

- ✚ The barriers which **are related to the functioning of the organization** are known as the organizational barriers.
- ✚ It may arise because of centralization or decentralization in an organization.
- ✚ It may originate in contradictory management policies, too many levels of management or the clash between line and staff operations.

Following are the organizational barriers in communication.

A. ORGANISATION CULTURE AND CLIMATE

- ✓ In every organization there exists a unique culture and climate.
- ✓ The climate and culture of an organization ultimately influences the freedom, trust and interaction pattern among its people.
- ✓ It takes time to adopt themselves to organization culture and climate.

B. ORGANISATIONAL RULES AND REGULATIONS

- ✓ The rules and regulations of the organization vary.
- ✓ Some may be so rigid that they influence the flow of information in a wrong direction.
- ✓ Sometimes it happens that important messages are omitted or manipulated, it give chances like delay of messages and discouragement of employee in conveying their creative and innovative ideas.

C. STATUS RELATIONSHIPS

- ✓ Superior-subordinate relationship also blocks the flow of communication particularly in upward direction.

D. LACK OF CO-OPERATIVE BETWEEN SUPERIOR AND SUBORDINATE

- ✓ There may not be proper co-operation between superior and subordinate for various personal or organizational reasons which may lead to improper communication.

3. INDIVIDUALS OR PSYCHO-SOCIOLOGICAL BARRIERS

- ✚ These are the major bottlenecks in interpersonal communication; people have different styles of communication.
- ✚ The meaning assigned to a message depends upon the emotional or psychological status of both the parties involved in the process of communication.
- ✚ They have personal feelings, fears, desires, views and opinions, attitudes likes, dislikes etc.

A. STYLE

- ✓ The manner in which a person communicates involves many elements.
- ✓ The level of drama greatly affects a situation.
- ✓ People do not react to highly dramatic situational as they do to subdued ones.
- ✓ The choices of brevity as opposed to full detain in presentation style can be reflected through the use of direct approach rather than an indirect one.

B. POOR ATTENTION AND RETENTION

- ✓ About half of the information if not properly retained is lost.

- ✓ It is also said that about 30% of the information is lost in each oral transmission. Human memory not always retains what is told.
- ✓ Due to this, communication is break down and necessitates the repetition of the message using several channels.

C. STATE OF HEALTH

- ✓ Physical condition can affect the efficiency in all communication skills.
- ✓ In case of poor health condition, the communicating ability is reduced, the mind is not alert and perception is low.

D. UNDUE IMPORTANT OF WRITTEN WORDS

- ✓ It is given that the written words may lead to loss of information; successive information is not accurate and right.
- ✓ Written communication often tells what is to be done but not why it should be done it takes a persuasive quality.

4. CROSS-CULTURAL/GEOGRAPHIC BARRIERS

- ✚ As the world is getting more and more globalized, any large office may have people from several parts of the world.
- ✚ Different cultures have a different meaning for several basic values of society.
- ✚ Dressing, Religions or lack of them, food, drinks, pets, and the general behavior will change drastically from one culture to another.
- ✚ Hence it is a must that we must take these different cultures into account while communication.
- ✚ In many multinational companies, special courses are offered at the orientation stages that let people know about other cultures and how to be courteous and tolerant of others.

- ✚ Cultural difference often cause communication problems
- ✚ The some category of words, actions, symbols, colors means different things to people of different countries/cultural backgrounds.
- ✚ It is shared set of values and attributes of a group.
- ✚ Cultural is important part of an individual's manner of talking behaving and thinking, that communication style and competences are influenced by it.
- ✚ There may be on account of difference in language, time etc.
 - a. National character

- b. Social relationships
- c. Language
- d. Values and norms of behavior
- e. Concept of time

Examples of words, symbols and colors have different meaning in different cultures.

5. PHYSICAL/CHANNEL AND MEDIA BARRIERS

- + It includes barriers of distance, defects of medium, environment, noise etc.
- + Constant telephone interruptions are one of the commonest forms of physical distractions.
- + These obstructs prevent could a message from reaching the intended recipient in the manner it was intended.
- + Physical distractions cause a lot of noise often literally poor lighting or frequent movement of bodies twisting and twirling a pen in the hand.

i. NOISE

- ✓ It is any disturbance which occurs in the transmission process.
- ✓ In factories oral communication is rendered difficult by the loud noise of machines
- ✓ Any disturbance that reduces the clarity and effectiveness of communication is called noise.
- ✓ In face-to-face conversation without a microphone the air may be disturbed by noise in the environment such as traffic, factory work, people talking etc.

ii. ENVIRONMENT

- ✓ Disturbance may also arise from external Transreceiver's, number of links in the chain.

a. EXTERNAL TRANSRECEIVERS

- People often delegate to others tasks like drawing, type writing, listening etc. for one is still responsible for controlling such external process.
- Reliable people and equipment should be selected to accomplish communication related tasks.

b. TIME AND DISTANCE

- It also acts as barriers to the smooth flow of communication. The use of telephone along with technology has made communication very fast to a large extent overcome the barriers.
- But in sometimes, mechanical breakdowns can occur, in that situations the above facilitates become ineffective.
- In this the distance between the transmitter and the receiver becomes a mighty barrier.
- Some factories run in shifts. There is a kind of communication gap between persons working in different shifts.

6. INTERPERSONAL BARRIERS (SUPERIOR-SUBORDINATE)

- ✚ Effectiveness of communication depends a lot upon the interpersonal relationship between two people
- ✚ If the sender and receiver are at the same status of economic and education and good rapport there is less chance of encountering any barrier in communication.
- ✚ But in different levels there is a high chance of miscommunication especially in case of superior and subordinates.
- ✚ The subordinating must follow the order of the superior, related to work and provide full information related to any issue which arises in the organization

A. BARRIERS EMANATING FROM SUPERIOR (WITH RESPECT TO SUPERIOR)**1. LACK OF TRUST:**

- The supervisors may not trust their sub-ordinates because of a variety of reasons, which can act as a hurdle in the free flow of communication.

2. FEAR OF LOSING POWER OF CONTROL:

- The supervisor may have a fear of losing power of control, if he freely expresses his ideas and view with his subordinates.
- Based on this he may hide certain information from the employees which ultimately affects the communication process.

3. INFORMATION OVERLOAD:

- Due to extra information provided to employees they may miss certain important information which can act as a barrier in communication.

4. SHORTAGE OF TIME FOR EMPLOYEES:

- The superior may not give enough time for his employees due to their busy schedule.
- By this a gap is created between the superior and subordinates and also it acts as a hurdle in the communication process.

B. BARRIERS EMANATING FROM SUBORDINATES**1. LACK OF CO-OPERATION:**

- Lack of co-operating and mutual understanding also leads to hiding of certain information between the superior and subordinates in the organization.

2. LACK OF TRUST:

- There may be lack of trust and coordination between the superior and subordinate, which may lead to ineffective communication.

3. POOR RELATIONSHIP BETWEEN SUPERIOR AND SUBORDINATES

- A good relationship must develop between superiors and subordinates frequently and freely.
- They must interact to improve the upward and downward communication system.
- What the superior speaks, the subordinate may not understand it leads to communication gap.
- The superior must listen to the subordinates' problems, suggestions and have faith in them.

7. TECHNOLOGICAL BARRIERS

- ✚ It arises due to technological advancements in the field of communication.
- ✚ The technology is developing fast and as a result, it becomes difficult to keep up with the newest developments.
- ✚ Hence sometimes the technological advance may become a barrier.
- ✚ In addition to this, the cost of technology is sometimes very high.
- ✚ Most of the organizations will not be able to afford a decent tech for the purpose of communication.
- ✚ Hence, this becomes a very crucial barrier.
- ✚ The media advancements on account of technological process increase barriers.

- ✚ Technology can either facilitate communication or act as a barrier, sometime it can do both at the same time.
- ✚ The ideas and message have to reach from the transmitter to receiver in the same sense. If it does not happen it is an account of barriers in communication.
- ✚ Technology improved communication process in various ways, but inspite of this technology can also act as a barrier in communication.
- ✚ Technology based communication like phone usage, text message and emails remove aspects of the face-to-face interaction found in natural human communication.

a. LACK OF TECHNOLOGICAL KNOWLEDGE:

- If the sender and receiver lacks technical knowledge on the subject or it is unlikely the message will be correctly received.

b. TECHNICAL NOISE:

- It explains to inherent barriers in the device itself of channel for instance interference on a mobile phone, a faulty LCD projector etc.

c. BARRIERS AT DECODING STAGE:

- It includes lack of listening ability, stereo typical bias etc.

d. USE OF TECHNOLOGY WHICH IS NOT UPDATED

- Use of technology that can hinder or delay messages.
- Selection of technology and clear thought before sending message out across the organization.
- Difference in the technology used by sender and receiver is also a technological barrier.

8. LINGUISTIC BARRIERS

- ✚ The language barrier is one of the main barriers that limit effective communication.
- ✚ Language is the most commonly employed tool of communication.
- ✚ The fact that each major region has its own language is one of the Barriers to effective communication.
- ✚ As per some estimates, the dialogues of every two regions changes within a few kilometers.
- ✚ Even in the same workplace, different employees will have different linguistic skills.

- ✚ As a result, the communication channels that span across the organization would be affected by this.
- ✚ Thus keeping this barrier in mind, different considerations have to be made for different employees.
- ✚ Some of them are very proficient in a certain language and others will be ok with these languages.

9. PSYCHOLOGICAL BARRIERS

Psychological Barriers

Emotional states which are brought to the communication or result from it can come between what is being said and effective listening and understanding, for example :



- ✚ There are various mental and psychological issues that may be barriers to effective communication.
- ✚ Certain disorders or diseases or other limitations could also prevent an effective communication between the various channels of an organization.
- ✚ The shrillness of voice, dyslexia, etc are some examples of physiological barriers to effective communication.
- ✚ Some people have stage fear, speech disorders, phobia, depression etc.
- ✚ All of these conditions are very difficult to manage sometimes and will most certainly limit the ease of communication.

10. EMOTIONAL BARRIERS

- ✚ The emotional IQ of a person determines the ease and comfort with which they can communicate.
- ✚ A person who is emotionally mature will be able to communicate effectively.

- ✚ On the other hand, people who let their emotions take over will face certain difficulties.
- ✚ A perfect mixture of emotions and facts is necessary for an effective communication.
- ✚ Emotions like anger, frustration, humor, can blur the decision-making capacities of a person and thus limit the effectiveness of their communication.



11. ATTITUDE BARRIERS

- ✚ Certain people like to be left alone.
- ✚ They are the introverts or just people who are not very social. Others like to be social or sometimes extra clingy!
- ✚ Both these cases could become a barrier to communication.
- ✚ Some people have attitude issues, like huge ego and inconsiderate behaviors.
- ✚ These employees can cause severe strains in the communication channels that they are present in.
- ✚ Certain personality traits like shyness, anger, social anxiety may be removable through courses and proper training.
- ✚ However, problems like egocentric behavior and selfishness may not be correctable.

12. PERCEPTION BARRIERS

- ✚ Different people perceive the same things differently.
- ✚ This is a fact which we must consider during the communication process.
- ✚ Knowledge of the perception levels of the audience is crucial to effective communication.
- ✚ All the messages must be easy and clear.
- ✚ There shouldn't be any room for a diversified interpretational set.

13.SOCIO-RELIGIOUS BARRIERS

- ✚ Other barriers are socio-religious barriers. In a patriarchal society, a woman or a transgender may face many difficulties and barriers while communicating.

2. OVERCOMING THE BARRIERS IN COMMUNICATION



2.1 INTRODUCTION:

- ❖ Communication can be effective and efficient through constant effort which is required to overcome barriers in the process of communication.
- ❖ To overcome barriers, the **sender should be aware**, as to whom, why, where and what message is to be transmitted and the way of transmission.
- ❖ The **receiver should listen** to the message attentively.
- ❖ One way of reducing the effects of the barriers, is to **check continuously** during the communication process what the message really is.
- ❖ Sender should decide what to communicate and be clear about the content.
- ❖ Sender use **simple language**, which the receiver will understand and which is ambiguous.
- ❖ The receiver should be fully attentive to sender
- ❖ Ask for clarification and repetition wherever necessary.
- ❖ Both should share opinions, feelings and perceptions generated by the message.

2.2 MEASURES TO OVERCOME BARRIERS IN COMMUNICATION



1. Fostering Good Relationship
2. Avoid Technical Language
3. Co-ordination between Superior and Sub-Ordinate
4. Division of Labor
5. Proper Communication Channels
6. Minimize Semantic Problems
7. Flat Organizational Structure
8. Purposeful and well focused Communication
9. Organization Policies
10. Right Feedback
11. Be aware of Language, Tone and Content of Message
12. Communicate Present as well as Future
13. Be a Good Listener

1. FOSTERING GOOD RELATIONSHIP:

- ✚ Strong relationships must be fostered between the employer and employee to avoid misunderstanding and accept both views to remove the barriers and facilitate proper communication in the organization.

2. AVOID TECHNICAL LANGUAGE

- ✚ The specialized language should be avoided
- ✚ Use the common language understood by the receiver and sender of the message.
- ✚ There should be least use of technical Jargon in the communicating process.

3. CO-ORDINATION BETWEEN SUPERIOR AND SUBORDINATE

- ✚ Superior thinks at a level which is different from that of the subordinate and vice versa it will affect the effectiveness of communication.
- ✚ So there should be good and proper co ordination and co-operation between the superior and sub-ordinate for effective communication.

4. DIVISION OF LABOUR:

- ✚ There should be proper division of labor between people in order to reduce information overload and prevent delay in information transfer.

5. PROPER COMMUNICATION CHANNELS

- ✚ If any individual wants immediate action result from the receiver there is no need to send a lengthy discussion report.
- ✚ In present through computer graphics information can be produced more quickly in this way also compare to another channels.
- ✚ By effect channel proper channel that the message reaches its destination in time to the right person and without any distortion filtering or omission.

6. MINIMIZE SEMANTIC PROBLEMS

- ✚ When people use Jargon or professional shorthand which they expect others to understand or use language which is outside the others vocabulary.
- ✚ For this we need to use easy language easy words which are easily understand by receivers.

7. FLAT ORGANISATIONAL STRUCTURE

- ✚ The organization should be clear cut and simple organization structures.
- ✚ Tall hierarchy structures should be removed and changed to flat structures to avoid excessive control of information.
- ✚ Proper design of organizational structures will reduce the status gap.

8. PURPOSEFUL AND WELL FOCUSED COMMUNICATION:

- ✚ Communication should be purposeful and directed to an individual.
- ✚ At the end of the communication the receiver should not left to feel that communication had been meaningful or useless.

9. ORGANISATION POLICIES

- ✚ The organization should formulate its policies that it give full advantage to all members of the organization.

- ✚ It should be flexible and easy to implement.
- ✚ There should be consistency when message are passed from a sender to receiver.

10. RIGHT FEEDBACK

- ✚ One-way communication is quicker, two-way communication is more accurate.
- ✚ It helps both sender, receiver to measure their understanding and improves their joint commitment towards the task.
- ✚ To communicate effectively we need to overcome all barriers and also acquire skills to improve existing communication abilities.

11. BE AWARE OF LANGUAGE, TONE AND CONTENT OF MESSAGE

- ✚ The language, tone and content of a message to be communicated are very important aspects of an effective communication.
- ✚ The language should be clear, simple and easily understandable.
- ✚ Similarly, the tone & content of the message should not provide any harm to the sentiments of listeners rather it should stimulate them to give response.

12. COMMUNICATE FOR PRESENT AS WELL AS FUTURE

- ✚ In order to maintain consistency, the communication should aim at meeting both present as well as future requirements of an organization.

13. BE A GOOD LISTENER

- ✚ It has been well established that listening attentively solves more than half the problems in any organization.
- ✚ Hence, to overcome all likely communication barriers a manager should try to be a good listener too.

3. TYPES OF LISTENING

3.1 INTRODUCTION TO LISTENING

- ❖ Listening is a process involving awareness, reception and perception.
- ❖ The most crucial part of communication is that of listening
- ❖ Workers fail to perform their duties effectively as they have not listened to their superior.
- ❖ Most of times bad listening creates more problems
- ❖ The more the listening the more will be the effectiveness of the organization.
- ❖ It is an essential skill in gathering information for running every business effectively.

- ❖ For organizational effectiveness, listening is also a determinant of individual efficiency and effectiveness.
- ❖ Employees are becoming increasingly aware that listening relates to almost all forms of business communication.
- ❖ Executives have to understand the importance of listening with respect to development of writing, reading and speaking skills.
- ❖ No oral communication can be effective without proper listening on the part of the receiver of the message.
- ❖ Listening is the accurate perception of what is being communicated.
- ❖ It is the art of separating fact from statement and accusation
- ❖ It involves the following four major operations like hearing, understanding, retaining and recalling
- ❖ Listening is a mental activity and hearing is a physical activity.
- ❖ In this we have to understand retain and recall also. It is a natural process.

3.2 DEFINITION

Listening is the active process of receiving and responding to spoken (and sometimes unspoken) [messages](#).

- ✓ It is a process of receiving, interpreting and reacting to the messages received from the communication sender
- ✓ In day-to-day life most of us involved in listening effective communication depends on having special talent, patience in listening.
- ✓ Writing and speaking skills improve with practice.
- ✓ But listening will improve only by consciousness and concentration.
- ✓ Listening is possible through observation.

3.3 TYPES OF LISTENING

1. Discriminative Listening
2. Comprehensive Listening
3. Critical or Evaluative Listening
4. Active or Empathic Listening
5. Biased Listening
6. Evaluative Listening
7. Appreciative Listening
8. Sympathetic Listening
9. Empathetic Listening
10. Dialogic Listening
11. Relationship Listening

1. DISCRIMINATIVE LISTENING

- ✚ Discriminative listening is the most basic type of listening, whereby the difference between different sounds is identified.
- ✚ If you cannot hear differences, then you cannot make sense of the meaning that is expressed by such differences.
- ✚ We learn to discriminate between sounds within our own language early, and later are unable to discriminate between the phonemes of other languages.
- ✚ This is one reason why a person from one country finds it difficult to speak another language perfectly, as they are unable distinguish the subtle sounds that are required in that language.
- ✚ Listening is a visual as well as auditory act, as we communicate much through body language.
- ✚ We thus also need to be able to discriminate between muscle and skeletal movements that signify different meanings.

2. COMPREHENSIVE LISTENING

- ✚ The next step beyond discriminating between different sound and sights is to make sense of them.
- ✚ In this type the focus is on understanding the message. The problem can come in the form of understanding.
- ✚ It is generally used practiced in the classroom when we must remember what we have heard in a lecture and rely upon it for future use.

- ✚ In this a person trying to understand a speakers message in totality to interpret the meaning as precisely as possible.
- ✚ To comprehend the meaning requires first having a lexicon of words at our fingertips and also all rules of grammar and syntax by which we can understand what others are saying.
- ✚ The same is true, of course, for the visual components of communication, and an understanding of body language helps us understand what the other person is really meaning.
- ✚ Comprehension listening is also known as *content listening*, *informative listening* and *full listening*.

3. CRITICAL/EVALUATIVE LISTENING

- ✚ In this we make judgment about what the other person saying ,we also judge what they say against our values, worthy or unworthy assessing them good or bad.
- ✚ It involves judging the clarity, accuracy and reliability of the evidence that is presented and alert to the effects of emotional appeals.

4. ACTIVE/EMPATHIC LISTENING

- ✚ It requires commitment and personal discipline.
- ✚ At the time consuming actually the listener will have to pay attention to the other person on three different levels through the **mind, emotions and body**.

PROCESS

Mind → words → understanding

Emotions → feelings → make contact

Body → actions → impact

- ✚ It entails supportive behaviors that tells the speaker “I understand please go on.”
- ✚ An active listener is alert to all cues and carefully observes the non-verbal behavior of the speaker to get the total picture.
- ✚ It involves responding to the emotional content as well, apart from the bare verbal message.
- ✚ When you listen carefully, encourage the speaker himself fully.

5. BIASED LISTENING

- ✚ Biased listening happens when the person hears only what they want to hear, typically misinterpreting what the other person says based on the stereotypes and other biases that they have.
- ✚ Such biased listening is often very evaluative in nature.

6. EVALUATIVE LISTENING

- ✚ In evaluative listening, or *critical listening*, we make judgments about what the other person is saying. We seek to assess the truth of what is being said.
- ✚ We also judge what they say against our values, assessing them as good or bad, worthy or unworthy.
- ✚ Evaluative listening is particularly pertinent when the other person is trying to persuade us, perhaps to change our behavior and maybe even to change our beliefs.
- ✚ Within this, we also discriminate between subtleties of language and comprehend the inner meaning of what is said. Typically also we weigh up the pros and cons of an argument, determining whether it makes sense logically as well as whether it is helpful to us.
- ✚ **Evaluative listening is also called critical, judgmental or interpretive listening.**

7. APPRECIATIVE LISTENING

- ✚ In appreciative listening, we seek certain information which will appreciate, for example that which helps meet our needs and goals.
- ✚ We use appreciative listening when we are listening to good music, poetry or maybe even the stirring words of a great leader.

8. SYMPATHETIC LISTENING

- ✚ In sympathetic listening we care about the other person and show this concern in the way we pay close attention and express our sorrow for their ills and happiness at their joys.

9. EMPATHETIC LISTENING

- ✚ When we listen empathetically, we go beyond sympathy to seek a truer understand how others are feeling.
- ✚ This requires excellent discrimination and close attention to the variation of emotional signals. When we are being truly empathetic, we actually feel what they are feeling.

- ✚ In order to get others to expose these deep parts of themselves to us, we also need to demonstrate our empathy in our demeanor towards them, asking sensitively and in a way that encourages self-disclosure.

10.DIALOGIC LISTENING

- ✚ The word 'dialogue' stems from the Greek words 'dia', meaning 'through' and 'logos' meaning 'words'.
- ✚ Thus dialogic listening mean learning through conversation and an engaged interchange of ideas and information in which we actively seek to learn more about the person and how they think.
- ✚ Dialogic listening is sometimes known as 'relational listening'.

11.RELATIONSHIP LISTENING

- ✚ Sometimes the most important factor in listening is in order to develop or sustain a relationship.
- ✚ This is why lovers talk for hours and attend closely to what each other has to say when the same words from someone else would seem to be rather boring.
- ✚ Relationship listening is also important in areas such as negotiation and sales, where it is helpful if the other person likes you and trusts you.

3.4 TIPS/GUIDELINES FOR EFFECTIVE LISTENING

- The success of effective listening depends on the talk worth listening
- It is a fine art and everyone should develop effective listening skills.

1. Maintain Eye Contact
2. Show Interest
3. Ask Questions
4. Avoid Fake attention
5. Listening Habits
6. Be attentive ,but Relaxed
7. Try to feel what the speaker is feeling
8. Give the Speaker regular Feedback

1. MAINTAIN EYE CONTACT

- When one of the audience does not look at the speaker i.e., he is not interested in listening

- A listener must maintain eye contact.
- It encourages the speaker.

2. SHOW INTEREST

- In this be sensitive to their cultural back ground while listening
- Some cultures find smiling offensive, some people talk with their hands, when or listening use similar cultural gestures and actions.

3. ASK QUESTIONS

- An effective listener always asks questions, clarifies doubts, seeks explanations and ensures understanding.
- It makes the speaker that he is really listening.

4. AVOID FAKE ATTENTION

- Many listeners mistake silence for listening they develop the habit of faking attention.
- They stead faulty fire their eyes on the speaker and try to project themselves as good listeners.
- They usually miss out many important points made by the speaker.

5. LISTENING HABITS

- One should be aware of listening habits, emotions often affect our listening ability.
- If the speaker says something to which we are opposed we become indifferent.

6. BE ATTENTIVE, BUT RELAXED

- Now that you've made eye contact, relax.
- You don't have to stare fixedly at the other person. You can look away now and then and carry on like a normal person.
- The important thing is to be attentive. The dictionary says that to "attend" another person means to:
 - ✓ be present
 - ✓ give attention
 - ✓ apply or direct yourself
 - ✓ pay attention
 - ✓ remain ready to serve

7. TRY TO FEEL WHAT THE SPEAKER IS FEELING

- If you feel sad when the person with whom you are talking expresses sadness, joyful when she expresses joy, fearful when she describes her fears—and convey those feelings through your facial expressions and words—then your effectiveness as a listener is assured.
- Empathy is the heart and soul of good listening.
- To experience empathy, you have to put yourself in the other person's place and allow yourself to feel what it is like to *be her* at that moment.
- This is not an easy thing to do.
- It takes energy and concentration.
- But it is a generous and helpful thing to do, and it facilitates communication like nothing else does.

8. GIVE THE SPEAKER REGULAR FEEDBACK

- Show that you understand where the speaker is coming from by reflecting the speaker's feelings.
- If the speaker's feelings are hidden or unclear, then occasionally paraphrase the content of the message. Or just nod and show your understanding through appropriate facial expressions and an occasional well-timed "hmmm" or "uh huh."
- The idea is to give the speaker some proof that you are listening, and that you are following her train of thought—not off indulging in your own fantasies while she talks to the other.

3.5 SOME OTHER TIPS FOR EFFECTIVE LISTENING

- a. Keep quiet while listening
- b. Communicate feedback to the speaker
- c. Control and minimize distractions
- d. Let the speaker finish whatever he has to say without interrupting him.
- e. Look for central theme and main ideas.
- f. Select a quiet and calm to listen.
- g. Listen to the total meaning of the message being communicated.
- h. Focus on what the speaker says rather than looks.

3.6 DON'T OF LISTENING

- Interrupt the speaker while speaking
- Thinking too much about a single point
- Showing lack of interest in the speech

- Try to outline every factual detail
- Hesitation to give oral or non verbal feedback
- Focusing on the dress and appearance of the speaker
- Distracting audio-visual noise.

LIFE LOSES HALF ITS INTEREST IF THERE IS NO STRUGGLE-IF THERE ARE NO RISKS TO BE TAKEN. -*Subhash Chandra Bose*

PREVIOUS YEAR QUESTIONS

UNIT 4

1. Explain the type of listening in detail. (Dec/jan 2018/19 suppl 17 E)
2. What is barrier? Briefly explain the barriers to communications. (Dec/Jan 2018 17E suppl)
3. Outline the strategies to overcome barriers to communication. (Dec/Jan 2018/19 14E suppl)
4. What is listening? Explain the types of listening with their merits and demerits.(dec/jan 2018/19 14E suppl)
5. What is barrier? Explain the technological barriers. (June/July 2018 17E regular)
6. What are the types of barriers to communication? (June/July 2018 14E suppl)
7. Define listening list out some tips for effective listening (June/July 2018 14E, supply)
8. Explain the types of barriers to communication (dec/jan, 2017/18, suppl, 14E)
9. Write about how to overcome the barriers to communication (dec/jan 2017/18, suppl, 14E)
10. What are the reasons for poor listening? Suggest measures to overcome them. (June/july, 2017, 14E, suppl)
11. Identify the barriers of communication and the ways to overcome them (dec/jan, 2016/17, 14E reg/suppl)
12. Explain the types and tips of listening and suggest for collective listening (dec/jan, 2016/17, 14E, reg/suppl)
13. What are different tools and techniques to overcome communication barriers? (Dec/jan, 2015-16, 14E, reg & suppl)
14. Explain different types of listening? (Dec/jan, 2015/16, 14E, reg/suppl)
15. Enumerate various types of barriers (May, 2016, 14E, suppl)

SYLLABUS**(17E00207) BUSINESS COMMUNICATION**

The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

1. Concept of Communication – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication – Formal, Informal Communication – Upward, Downward, Horizontal Communication.

2. Types of communication: Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations
Non verbal Communication: Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.

3. Interpersonal Communication: Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication.

4. Barriers of Communication: Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.

5. Report writing – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes

Text Books:

- Business Communication, C.S.Rayudu, HPH.
- Business Communication, Meenakshi Raman, Oxford University Press.

References:

- Business communication, Shalini Varma, Vikas.
- Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
- English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
- Business Communications, Hudson, Jaico Publications
- Business communication for managers, Penrose, Raspbery, Myers, Cengage
- The Skills of Communication, Bills Scot, Gower publishing company Limited, London.
- Effective Communication, Harward Business School, Harward Business Review
- Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand

UNIT-5

REPORT WRITING

INTRODUCTION TO REPORT WRITING:

A report is a presentation and summation of facts, figures and information either collected or derived.

- + Report writing is the creation of a structured document that precisely describes, and examines an event or occurrence.
- + A report is a document that is **short, sharp and specially written for a particular audience and purpose.**
- + It is a logical and coherent structuring of information, ideas and concepts.
- + “A **business report** is an orderly, unbiased communication of factual information that serves some business purpose.”
- + Reports **provide feedback** to the manager on various aspects of organization.
- + As a neatly structured piece of work, the report, for greater ease in comprehensive, is segregated into various sections.
- + **Report writing is an art.** This skill is to be developed by constant efforts.
- + Every executive is supposed to submit reports to their superiors in scheduled time intervals. For that, he has to learn the skill of writing reports.
- + In case of investigations also, the report is submitted to take remedial actions.
- + The report of the surveys has to be prepared effectively.

FEATURES OF A REPORT

- 1) Has an abstract or summary that provides a brief synopsis of the contents.
- 2) Has a specific purpose and target audience.
- 3) Has clearly labeled sections and headings.
- 4) May contain data presented in, for example graphs or tables.
- 5) Often the text is broken up-bullet points, lists: is not always continuous prose.
- 6) Written concisely and to the point.
- 7) Written formally and objectively.

COMMON PROBLEMS WITH REPORTS

When writing a report, there are various mistakes during the writing process that you should be careful not to make. A good report should be free of:

- 1) A weak or confusing structure of your work.
- 2) Use of inappropriate writing style.
- 3) Poor grammar and punctuation.
- 4) Incorrect or inadequate referencing.
- 5) Use of irrelevant information.
- 6) Unnecessary use of jargon.

**FIVE WAYS TO MAKE YOUR REPORT MORE EFFECTIVE**

A simple arrangement should be followed to ensure you write an effective report. Below are five useful stages of report writing :

1. Read the brief or terms of reference carefully; maintaining the focus on the brief will help you keep the content of your report relevant throughout.
2. Plan; planning each section should be considered before you begin writing your work.
3. Relate your findings to the background research conducted which will help you place the results in a broader context.
4. Put yourself in the position of the reader by asking yourself if what you have written will make sense to someone else.
5. Edit and proofread your work thoroughly.

Whatever the type of report you are writing, it should be clearly structured and well written. An organized report saves your audience time as they can navigate through it with ease.

SIGNIFICANCE

- + The report is the ultimate output of investigation efforts.
- + The report format varies depending upon its purpose and target audience.
- + The presentation of research reports to ultimate users is the art of communication.
- + **Report writing makes the complex thing , simple**
- + Suggestions given in the report forms the action plan
- + New areas for investigation may also be identified through reports.

1. FORMAL REPORTS**WHAT IS A FORMAL REPORT?**

A formal report is a document that discusses a certain subject or a problem and is written for a specific audience. Such works have a special format, which varies in different organizations and facilities. There is no wonder numerous people have hard times understanding how to write a formal report as the structure of the paper is very complicated:

- 1) **Cover letter** - is sent to a person who will read the work in order to call this person for a certain action.
- 2) **Title page** - shows the subject of a paper, date of submission, the name of the company and a few details about the writer.
- 3) **Table of contents** - lists the headings and subheadings of the work.
- 4) **Abstract page** - briefly states the purpose of writing, the problem or a study, findings and their importance.
- 5) **Introduction** - provides the background information on a situation and reasons why the project is necessary.
- 6) **Discussion** - fully describes the project or an issue, presents the results and their analysis.
- 7) **Conclusion** - examines the results and outcomes.
- 8) **Recommendations** - advises on the usage of a report and further actions that have to be taken.
- 9) **Glossary** - explains the mentioned terms.
- 10) **References** - lists the works cited in the paper
- 11) **Appendix** - includes additional materials.

In cases when a report is addressed to someone in the company, it is not necessary to write a cover letter. However, the receiver needs to be notified with a memo, which is quite different from the letter. Additional materials in

appendices are usually explanations or important information, which was not included in the paper for some reason, but plays a great role in the project. Such materials may contain illustrations, graphics, blanks, or even schemes when it comes to technical reporting.

1.1 COMPONENTS OF FORMAL REPORTS

The following components are found in most formal reports. They can be omitted or included as required:

1. Front Matter:

- a) Letter to introduce the report to the person who requested it and/or to whom the report is being sent.
- b) Brief summary of the entire report.
- c) Title Page
- d) Table of contents
- e) List of figures
- f) List of tables

2. Body

- a) Introduction: The purpose, problem statement, background information, research methods, limitations and preview of the report.
- b) Discussion: Data, findings and results
- c) Conclusion: Summary of purpose, problem statement, relevant background, research methods and find recommendations to the reader on the best course of action.

3. Back Matter:

- a) Appendix or appendices
- b) Bibliography or references
- c) Glossary

- ✚ A formal report provides information and presents recommendations based on that information.
- ✚ Examples include feasibility studies position, papers research reports and problem solving reports.
- ✚ Each type of report has its own specific requirements for effective preparation but general guidelines can be applied to all formal reports and we offer an overview here.

2. WRITING EFFECTIVE LETTERS

2.1 LETTER WRITING: Letters are the most ancient and the most important of all mass communication media.

- + Letters enable to sell products, to put out ideas, win goodwill, and to incite action of various kinds.
- + Envelops – letters permit enclosures like cheques, D.D (Demand Draft), memos, receipts, returns and others.
- + Letters are used for both internal and external communication.
- + Letters enable one person to reach another and thus ensure **two way communications**.
- + Writing letters is an art.
- + It represents a written message sent by post, sometimes, including an envelope, a postcard, and an inland letter.
- + A **letter head** is a printed heading on a paper used for identity or publicity etc.,
- + Outstation, and sometimes local, letters are put in a letter box.
- + A letter speaks to a wider cross-section like retailers, wholesaler's editors, dealers, auditors, consultants, employees, student, foreigners etc.,
- + The **quality** of letters written promotes the image of the companies.
- + Wider practical writing for different situations result in perfection and quality in letter writing.
- + It is easy to write a letter, which is nothing but to put ideas in black and white but to write an impressive and quality letter is difficult.

2.2 WRITING EFFECTIVE LETTERS

The essential of good letter writing is to put ideas in a clear-cut manner, conveying the message in such a way as understandable by the recipient. Though the principles of writing a letter are uniform there is a lot of difference between business personal and official correspondence.

- A good letter must have at least six parts like the

1. **Letter head**
2. **Inside address**
3. **Salutation body**
4. **Complimentary close**
5. **Signature**
6. **Signature identification**

According to WREN & MARTIN, “the art of letter writing is no mere ornamental accomplishment, but something that every educated person must acquire for practical reasons.”

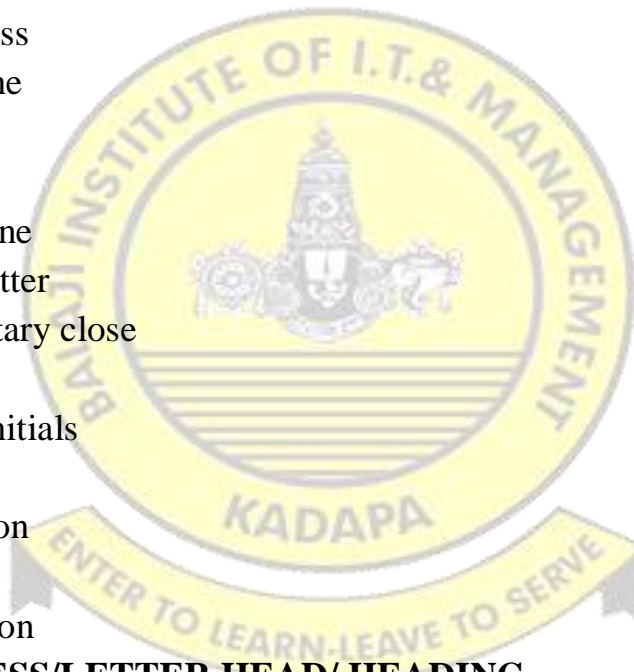
OR

According to **JAMES HOWELL** “the letters are the soul of trade.”

2.3 PARTS/COMPONENTS OF A LETTER

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

1. Head address
2. Date line
3. Reference
4. Inside address
5. Attention line
6. Salutation
7. Subject line
8. Reference line
9. Body of a letter
10. Complimentary close
11. Signature
12. Reference initials
13. Enclosures
14. Copy notation
15. Postscript
16. Superscription



1. HEAD ADDRESS/LETTER HEAD/ HEADING

- Usually, a printed letter head is used by individuals or business firms and hence it is called a “letter head.”
- This indicates the particulars of sender’s name, full address, including pin code, STD, emblem, telephone numbers, fax, telex, branch location etc.
- The address is usually printed at the top centre.
- It is now a day’s fashion to print at the right hand side or top left hand side.

2. DATE LINE/DATE/MESSAGE:

- Generally the date is written at the right hand corner of a letter sheet placed. Two-to-five spaces below the address.
- Several methods of writing the date line.

10-12-1996

10th December, 1996

December 10, 1996

But in modern practice, the style of using letters like st,nd and th are avoided.

3. REFERENCE:

- Reference may be written in one line or two lines.
- It is generally located in the same line as the date line below the head address at left hand corner.
- It is usually written as,
Your reference
Our reference
Reference number
Place quote in reply (Reference number)

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 receiver's name, job, department, designation, address, code etc.

5. ATTENTION LINE

- Attention line is a special part of 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.D. Santhosh or Attention of
- Attention line is placed between the inside address and salutation part. Sometimes, it is underlined or kept in quotation marks.

6. SALUTATION

- Salutation line is written and placed between the inside address.
- It side implies courtesy, politeness or affection
- Salutation is to be used whether the receiver is an individual, firm company, co-operative society or may other institutions.
- At the end of the word "salutation", punctuations like comma, or colon is used.

EXAMPLES,

Sir,

Dear Sir,

Dear Mr. Santhosh,

Dear gentlemen,

Dear Madam,

Madam,
Mr. A.N. Santhosh,

7. SUBJECT LINE/SUB

- Below the salutation line is written the subject line placed at the centre of the letter sheet.
- It indicates the message theme, core-thought of the subject.

EXAMPLE,

Dear Sir,

Subject: Remittance of advance

Body of letter.....

Yours faithfully,

8. REFERENCE LINE/Ref/re

- Like the subject line the reference line is placed below the subject line.
- It is written to indicate any previous reference to the subject of the letter.
- The reference line identifies the purpose, earlier communication, to sort out easily, inward letters, file tracing etc.

EXAMPLE,

Dear Sirs

Sub: remittance of advance

Ref: your letter no. 756/A-2 dated 10-12-1996.

Body of the letter

Yours faithfully,

9. BODY OF A LETTER

- It is located between the salutation line and the complimentary close.
- It consists of main text, substance or essence of a letter.
- The subject body of a letter is usually divided into three parts.

1. Opening / introductory paragraph
2. Main part / important message
3. Closing paragraph, deals with conclusions

- The **opening paragraph** usually deals with reference to earlier correspondence.
- **Second part** is the nucleus or main part of a letter or message proper.
- **Closing paragraph** is sort of formatting concludes the message in summary.

10. COMPLIMENTARY CLOSE:

- It indicates a polite way of concluding or closing a letter.
- This special part is compulsorily to be used.
- The commonly used complimentary closing expressions are as follows.

Yours faithfully

Yours sincerely

Truly yours

Yours very truly

Cordially

Yours respectfully

Yours coolly etc.,

11. SIGNATURE:

- Signature line written below the complimentary close signifies giving consent to contents or message of the letter.
- The signature should be written in hand by the written of a letter.
- The signature should be followed by the name of the signature in block letters.
- Writing full name of the signatory in block letters after signature facilities knowing the name of the signatory because sometimes the signature may be illegible.

EXAMPLE,

1. Yours faithfully
Soni and Co
C.S.Santhosh
2. Yours faithfully
P.P Soni & Co
C.S. Santhosh
3. Yours faithfully
P.P soni & Co
C.S. Santhosh
Financial manager

12. REFERENCE INITIALS

- This line indicates giving the initial letters of the typist's.

13. ENCLOSURES:

This special part indicates any other relevant matter in support of the message of a letter which accompanies the letter.

- All additional papers, documents, tables, charts etc, enclosed to the letter are listed consecutively under this part.
- Enclosure part is located below the signature at right side of a letter sheet.

EXAMPLE,**ENCLOSURES**

Price list

Order form

Application form

DD

Catalogue

Vouchers

14. COPY NOTATION:

- This line is written at the left hand corner of a letter sheet below the word enclosure.
- It includes the same message copies sent to the various persons.
- It is mentioned against carbon copy
- The counterpart notation for “photographic copies” is written against “P.C” means “photocopy”
- for instance:
CC A.N. SAXENA
PC A.N. SAXENA

15. POST SCRIPT OR PS (Written afterwards)

- Additional information typed or written after the letter is fully completed is called “postscript.”
- Postscript is written in the case of unplanned and unprepared with hurry and carelessness.
- It is not the main message but forgotten or after thought message included after completing the letter.

For instance;

- a. Do not neglect, issue closes on 15th December, 2018.
- b. Shipment held up, cheque enclosed for 20,000/-

16. SUPERSSCRIPTION:

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

2.4 ESSENTIALS OF GOOD LETTER WRITING

The following essentials should be observed for effective letter writing

1. Stationary
2. Letter head
3. Typing
4. Neatness
5. Appealing
6. Creating interest
7. Give genuine advice
8. Courteous
9. Paragraphs
10. Appearance and layout
11. Folding
12. Envelope

1. STATIONARY:

- Paper, envelopes, pen and other articles are the important requirements for writing a letter worthy to be considered.
- Letter format sheets measuring the various sizes may be used occasionally for special purposed.
- Though there are several colors of papers like light yellow, pale blue, green, pink but using of **white bond paper** is the most popular for business.

2. LETTER HEAD (PRINTED HEADING):

- A printed heading on a letter sheet. They show the name, address telephone numbers of the sender.
- It may also contain firms identifying emblem, symbol, logotype, slogan, motto, code, telex, fax, branch address etc.

3. TYPING: Hand-written letters are not legible and not attractive. many of the hand writing are not readable because of a scribble or a 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 the way it writes letters.
- Neatness of a letter is the first and foremost important step towards winning the esteem of company's customers.

5. APPEAL: The convincing appealing and attractiveness in a letter would create a desire that makes customers to place orders.

6. CREATING INTEREST:

- It is desirable quality to show interest, the customer buys your full attention when he buys a ticket or service.
- The appeal should indicate that you are clearly interested in his problem.
- The undecided buyer is likely to buy more, provided the body of the letter showed interest in his problems.

7. GIVE GENUINE ADVICE: 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: (Polite, respectful)

- It involves genuine awareness of customer's needs, purposes, attention span and time.
- Our customer expects courteous and friendly treatment.
- "Our business goes where it is well received and remains where it is well treated."
- Therefore, the best way for developing courtesy in correspondence is by empathy and friendliness.

9. PARAGRAPHS:

- Usually, the letter is divided into three parts, namely introductory part, body part and conclusion part.
- Generally, each paragraph may contain three to five lines and each letter may have three to five paragraphs.

10. APPEARANCE AND LAYOUT:

- All parts of a letter should be arranged systematically.
- Date line, salutation, complimentary close should be placed at their respective places.
- Unrolled white bond paper gives good appearance.
- It creates a visual impression before it is read.

11. FOLDING:

- Letter sheet should be folded in such a way to insert into an envelope.

- In the case of a 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.

3. DIFFERENT TYPES OF BUSINESS LETTERS

Business letters can be written between to an employer of the same company, by an employer to his employee, can be written to the suppliers or other business partners and of course to the customers. There are different types of business letters:

I. BUSINESS-TO-BUSINESS LETTERS:

1. Letter of Appreciation
2. Letter of Acknowledgement
3. Cover Letter
4. Letter of Reference
5. Inquiry Letter
6. Letter of Termination
7. Letter to Place Order etc.

II. BUSINESS-TO-CUSTOMER/CUSTOMER-TO-BUSINESS LETTERS:

1. Letter of Apology
2. Letter to Inform about Circular
3. Letter of Complaint
4. Letter for Payment Collection
5. Letter before Signing a Contract
6. Follow-up Letter
7. Appointment Letter
8. Sales Letter
9. Welcome Letter
10. Goodwill Letter

Now let us understand what the most common business letters mean and when to write them.

1. **ACKNOWLEDGMENT LETTERS:** This type of letters is otherwise known as Letter of Receipt and do not mean anything more than just a **confirmation**. They are usually written for and are a sign of legal

evidence, and do not necessarily mean that the action in question has been started, but the recipient has “acknowledged” that they have an understanding of the situation.

2. **APOLOGY LETTERS:** Letters of apology are written to simply say **sorry** for what has happened in the past, what measures are being taken to solve that issue or what the writer plans on about the inconvenience occurred. Substantially, these letters say something negative, but with a positive tone. Here the writer accepts their responsibility and shows sincerity about the problem so that the recipient doesn't feel demoralized or ignored.
3. **APPRECIATION LETTERS:** These letters are written by someone of the top management to the lower level **to motivate** or to express gratefulness. These are also called Thank-You Letters or Letter of Thanks.
4. **CIRCULAR LETTERS:** This letter is sent to a small group but has the intention **to grab the attention** of larger groups. They are an important form of advertisement and promotion. They usually inform about new improvements in a company, about new facilities, or to show if any product or service is on sale.
5. **COMPLAINT LETTERS:** These letters are seen as actual problems and are addressed immediately to rectify the mistakes. These shouldn't sound like the writer is nagging, but also shouldn't lose its importance and professionalism if the writer wants to be taken seriously.
6. **COVER LETTERS:** Cover letters usually accompany something more. They are used to describe what comes with them, why, what should be done with it and so on. These types of letters are generally very short. It might be attached with a resume explaining the applicant's credentials and how it relates to the vacancy in the company.
7. **FOLLOW-UP LETTERS:** Follow-up letters are usually sent after some an initial communication has been made with the writer. This could be the thanking letter for an order requested by a customer, a review of the decisions taken in a meeting or an applicant inquiring about the status of his application.
8. **INQUIRY LETTER:** This type of letters asks direct and detailed questions usually bullet-listed to derive/request information from the recipient. So, they are brief but powerful. They should be answered with accuracy.

9. **ORDER LETTERS:** A business can write to another business requesting for an order or placing routine or modified buy. An individual can also request a firm and place an order. The model number, name, amount, size, date, location and other specifications are cleared out in the utmost detail in this letter.
10. **PAYMENT LETTERS:** These are collection letters or letters requesting for payment. These act as a reminder to the customer whose payment date is approaching or is due.
11. **RECOMMENDATION LETTERS:** This is one of the requirements of the employer who ask for such kind of letters before hiring an employee. They contain the relationship between the applicant and the person whose recommendation is given.
12. **RESIGNATION LETTERS:** This letter is written when an employer plans to leave his job, explaining why and when the employee is leaving. It is usually given to the immediate senior of a worker.
13. **SALES LETTERS:** These letters start with an interesting topic sentence to attract potential customers. These include the benefit that the customer will have from the sale, and often induce direct action by including a mode of communication with the seller, like a telephone number, email address or website link.

So, now that you know what business letters are and what each of them means, you have a good understanding when to write which. Use this knowledge in the future and combine it with your writing talent to get the most out of your business.

4. INTERVIEW TECHNIQUES

When you're interviewing for a job, the little things can make a big difference. Even a small mistake can cost you a job offer. Take the time to prepare so you can make the best possible impression at every job interview you go on.

These interview techniques cover all the basics you need to know polish up your interview technique and ace a job interview. From checking out the company to sending an interview thank you note, make your meeting with the hiring manager a success from beginning to end.

1. IMPROVE YOUR INTERVIEW TECHNIQUE

A job interview gives you a chance to shine. What you say and do will either move you to the next round of consideration for employment or knock you out of contention. Here's how to improve your interview technique and wow the interviewer.

2. DRESS FOR INTERVIEW SUCCESS

The first impression you make on a potential employer can make a big difference in the outcome of your job interview. The first judgment an interviewer makes is going to be based on how you look and what you are wearing. That's why it's always important to dress appropriately for a job interview. What's appropriate varies by employer, so you'll need to pick out an outfit that's a fit for where you want to get hired.

3. BRUSH UP YOUR INTERVIEW SKILLS

During a job interview, your ability to interact with the interviewer and articulate your thoughts are just as important factors in getting the job as the qualifications listed on your resume. Take some time before the interview to ensure your interview skill set is as ready as your resume.

4. MINIMIZE INTERVIEW STRESS

Interviews can be stressful, even if you're a pro who has gone on many of them. There are techniques you can use to minimum stress before and during your job interviews. It will make it much easier to manage the interview when you're not feeling stressed.

5. MAKE THE BEST FIRST IMPRESSION

First impressions really do matter, and you don't have much time to make a good impression during a job interview. From the time you greet the receptionist until the time you leave the building, you're being evaluated as a potential new hire. It's important to leave everyone you meet with the best impression you can.

6. SELL YOURSELF TO THE INTERVIEWER

When you're in a job interview, it's up to you to sell your qualifications and credentials to the hiring manager. You'll also need to show the interviewer that you're a good fit for both the position and the organization. With some preparation, you'll be able to present yourself as a candidate any organization would love to hire.

7. WHAT TO DO WHEN YOU'RE AN INTROVERT

Interviews can be really challenging when you're an introvert, but there are techniques to help introverts shine during job interviews, including how prepare and handle an interview, and how to sell your introvert qualities.

8. TAKE THE TIME TO SAY THANK YOU AFTER THE INTERVIEW

Taking the time to say thank you after a job interview not only is good interview etiquette. It also reinforces your interest in the position and shows the interviewer that you have excellent follow-up skills. Use your thank you letter, as well, to address any issues and concerns that came up during the interview.

9. PRACTICE INTERVIEWING

Taking the time to review typical interview questions you will probably be asked during a job interview will help give you a framework for your responses. It will also calm your frazzled nerves because you won't be scrambling for an answer while you're in the interview hot seat.

Practice interviewing with a friend or family member ahead of time, and it will be much easier when you're actually in a job interview.

10. USE YOUR NETWORKING CONTACTS

Who you know at the company you are interviewing with really does matter. Your connections can refer you for a job, provide inside information on the company, and tell you what to expect during the interview.

Here's how to use your contacts and connections to get an insider advantage so you can ace the interview and impress the interviewer.

11. CHECK OUT THE COMPANY

How much do you know about the company that just contacted you to schedule an interview? It should be plenty, and all the information you need is available online.

Here are tips on how to research a company, get the inside scoop on the company culture, and use your connections to get an interview advantage.

12. BE PREPARED FOR A PHONE INTERVIEW

While you're actively job searching, it's important to be prepared for a phone interview on short notice. You never know when a recruiter or a networking contact might call and ask if you have time to talk about a job opportunity.

Review these tips for advice on how to pull off your phone interview without a hitch.

13. HANDLE A GROUP INTERVIEW

Interviewing with one person is tough enough, but it's even harder when you have to interview with a group (or panel) of interviewers. Here's how advice on how to ace a panel interview.

14. INTERVIEW WHILE DINING

Taking you to breakfast, lunch or dinner provides the interviewer with a chance to check out your communication and interpersonal skills, as well as your table manners, in a more casual environment than an office setting.

Here's advice on how to handle an interview while dining including what to order, dining interview etiquette, who pays, and more tips for interviewing over coffee or a meal.

15. AVOID THESE INTERVIEW MISTAKES

What shouldn't you do when interviewing? Check out the most common job interview mistakes, blunders, and errors a candidate for employment can make. Some of them are minor; others can make or break your chances of getting hired. Then take the time to prepare before your interview, so you don't have to stress about how it went after it's over.

16. MORE JOB INTERVIEW TECHNIQUES TO HELP YOU GET HIRED

Review more tips for phone interviews, second interviews, lunch and dinner interviews, behavioral interviews, interviewing in public, practice interviewing, and additional advice for interview success.

5. COMMUNICATION ETIQUETES

The word etiquette means conventional rules of social behavior or professional conduct. These rules are un-written rules which act as binding force in a particular company or department. In an organization our basic concern is to create a smooth work environment. Every work place evolves its own set of norms of behavior and attitude.

5.1 WHAT MAKES HUMAN BEINGS DIFFERENT FROM ANIMALS?

It is the way they carry themselves in the society. Here comes the importance of **manners and etiquette**. It is essential for an individual to behave in a responsible manner acceptable to the society. People around us must not feel embarrassed by our behaviour. One should not behave irrationally or illogically in public.

5.2 WHAT IS ETIQUETTE

Etiquette in simpler words is defined as good behaviour which distinguishes human beings from animals.

Human Being is a social animal and it is really important for him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way.

Etiquette refers to guidelines which control the way a responsible individual should behave in the society.

5.3 NEED FOR ETIQUETTE

- Etiquette makes you a cultured individual who leaves his mark wherever he goes.
- Etiquette teaches you the way to talk, walk and most importantly behave in the society.
- Etiquette is essential for an everlasting first impression. The way you interact with your superiors, parents, fellow workers, friends speak a lot about your personality and up- bringing.
- Etiquette enables the individuals to earn respect and appreciation in the society. No one would feel like talking to a person who does not know how to speak or behave in the society.
- Etiquette inculcates a feeling of trust and loyalty in the individuals. One becomes more responsible and mature. Etiquette helps individuals to value relationships.

5.4 TYPES OF ETIQUETTE

1. **Social Etiquette-** Social etiquette is important for an individual as it teaches him how to behave in the society.
2. **Bathroom Etiquette-** Bathroom etiquette refers to the set of rules which an individual needs to follow while using public restrooms or office toilets. Make sure you leave the restroom clean and tidy for the other person.
3. **Corporate Etiquette-** Corporate Etiquette refers to how an individual should behave while he is at work. Each one needs to maintain the decorum of the organization. Don't loiter around unnecessary or peep into other's cubicles.

4. **Wedding Etiquette-** Wedding is a special event in every one's life. Individuals should ensure they behave sensibly at weddings. Never be late to weddings or drink uncontrollably.
5. **Meeting Etiquette-** Meeting Etiquette refers to styles one need to adopt when he is attending any meeting, seminar, presentation and so on. Listen to what the other person has to say. Never enter meeting room without a notepad and pen. It is important to jot down important points for future reference.
6. **Telephone Etiquette-** It is essential to learn how one should interact with the other person over the phone. Telephone etiquette refers to the way an individual should speak on the phone. Never put the other person on long holds. Make sure you greet the other person. Take care of your pitch and tone.
7. **Eating Etiquette-** Individuals must follow certain decorum while eating in public. Don't make noise while eating. One should not leave the table unless and until everyone has finished eating.
8. **Business Etiquette-** Business Etiquette includes ways to conduct a certain business. Don't ever cheat customers. It is simply unethical.

To conclude, etiquette transforms a man into a gentleman.

Most of us have no trouble talking, but many of us could use some help in effectively getting our message across, especially when communicating in the workplace. First-rate leadership embodies strong communication skills, as the successful exchange of information or ideas is critical to any business.

Clear communication builds engagement, harmony, and loyalty among coworkers. There are plenty of obstacles that can hinder effective discussions and leave coworkers frustrated, confused, or disengaged. Fortunately, most of the biggest hurdles can be corrected as you fine-tune your emotional intelligence.

5.5 7 STEPS FOR GOOD COMMUNICATION ETIQUETTES:

1. FOCUS ON THE OTHER PERSON

- ✚ Even those who consider themselves master multitaskers can't deny strong one to one communication requires the eyes to show respect.
- ✚ If you are replying to text messages while someone across the table is expecting your complete attention, your actions signal you are not

interested. We also miss important social cues when we don't give another person our full attention.

- ✚ Although you are perfectly capable of carrying on a thoughtful conversation, giving concise feedback, and scanning your emails for important updates, you are best served to look squarely in the eyes of your client or supervisor and give them your undivided attention.

2. LISTEN

- ✚ Workplace miscommunication comes with a cost in terms of lawsuits, low morale, loss of respect, misunderstandings, and poor customer service.
- ✚ Listening is perhaps the most underrated communication tool at work (and in life). So often when someone else is speaking, we are focusing on what we want to say next, instead of listening to what they are attempting to tell us.
- ✚ Break the habit by reframing what you just heard or don't understand, asking for clarification if you have a question or concern.
- ✚ Use your body to your advantage by smiling, nodding when appropriate, and facing the person who is speaking, shoulder to shoulder. Avoid shaking your foot or fidgeting, which sends the message you are anxious for the conversation to be over.

3. BE CONCISE

- ✚ Be respectful of everyone's time by keeping your message brief, direct, and specific.
- ✚ We've all been around people who tend to ramble, veering conversations off on random tangents, or devoting excessive time to personal agendas.
- ✚ Be mindful of starting (and ending) meetings when you say you will. The consideration will be appreciated.

4. TIMING IS EVERYTHING

- ✚ If you are working on deadline and a coworker pops into your office to talk about something that's not urgent, ask if you can get back to them instead of trying to multitask or getting annoyed: "This report is due shortly. Can I get back to you in about an hour?"
- ✚ Likewise, people will be more receptive to your idea when they have an adequate window available to process it. Set up a meeting that works for you both to discuss a project. Don't try to talk about non-urgent matters with someone who is scrambling to prepare for a big client presentation.

5. CHOOSE THE RIGHT DELIVERY

- ✚ Decide the most appropriate method for the message and the recipient. Sometimes a face-to-face discussion is necessary, other times a quick text works just as well.
- ✚ Certain information is best delivered via email, which can be read at the recipient's convenience and not only provides a written record but allows for more thought and careful choosing of words.

6. ASK QUESTIONS

- ✚ Communication is a two-way street. Thoughtful, open-ended questions are the workhorses of effective communication: they show your interest, invite others to contribute, identify and clear up misconceptions, improve understanding, and spark new ideas.

7. USE YOUR WORDS TO YOUR ADVANTAGE

- ✚ Your words have the power to forge connections, build your career, help others, and improve your business.
- ✚ Avoid speaking in destructive ways, such as gossip, disparaging remarks, or negative comments. That doesn't mean never disagreeing or expressing a concern, but doing so in a way that is constructive.
- ✚ Keep an open mind and avoid personal attacks on character or opinions.

PREVIOUS YEAR QUESTIONS**UNIT-5**

1. Illustrate the principles of effective writing? (Dec/jan 2018-19, suppl, 17E)
2. Explain the types of reports writing (dec/jan, 2018-19, suppl, 17E)
3. Explain the layout of business letters? What are the features of informal reports? (Dec/jan, 2018/19 14E, suppl)
4. Discuss the various interview techniques with their merits and demerits (dec/jan, 2018/19, 14E, suppl)
5. What is report writing? What are the steps of report writing? (June/July, 2018, 17E, reg)
6. Explain the different types of business letter in detail (jan/July 2018 17E, reg)
7. Write about the different layouts of business letters. (June/July, 2018, 14E, suppl)
8. Explain telephone etiquette and its importance while attending telephonic interviews. (June/july, 2018, 14E, suppl)

9. Briefly explain about communication etiquettes (dec/jan, 2017/18, 14E, supple)
10. Describe various interview techniques and the preparation to face them. (June/July, 2017, supple, 14E)
11. How do you prepare unsolicited business proposal report? (Dec/jan, 2016/17, 14E, reg/supple)
12. Present different layouts of business letters (June/July, 2017, supple, 14E)
13. Discuss communication etiquette to be followed in an organization with employees from Asia and USA. (Dec/jan, 2016/17, 14E, reg/supple)
14. Write short note on, (dec/jan, 2016/17, 14E, reg/supple)
 - a. formal reports
 - b. layout of business
15. Write brief note on interview techniques and communication etiquette. (Dec/jan, 2015/16, 14E, reg/supple)
16. What are the elements of report writing? (May, 2016, 14E, supple)
17. Explain the communication etiquette. (May, 2016, 14E, supple)

Prepared By

L.NIKHILA B.Tech., MBA

ASSISTANT PROFESSOR

BALAJI INSTITUTE OF IT AND MANAGEMENT, KADAPA

**NEVER STOP FIGHTING UNTLL YOU ARRIVE AT YOUR
DESTINED PLACE THAT IS, THE UNIQUE YOU. HAVE AN AIM IN
LIFE, CONTINUOUSLY ACQUIRE KNOWLEDGE,WORK
HARD,AND HAVE PERSEVERANCE TO REALISE THE GREAT
LIFE-A.P.J ABDUL KALAM**

BUSINESS COMMUNICATION

IMPORTANT QUESTIONS

UNIT-1

1. Define business communication. What are the essentials of good communication.
2. Explain the channels of communication (Formal & Informal communication; upward, downward & horizontal communication)

UNIT-2

1. Explain briefly about Verbal Communication. What are the characteristics, advantages and limitations of **Oral and Written communication**.
2. What is Non-verbal Communication? Explain briefly.

UNIT-3

1. Explain Communication Styles.
2. What do you mean by Interpersonal communication? How to influence motivation to the interpersonal communication.
3. What is the role of emotion in Interpersonal communication.

UNIT-4

1. What is Barrier? Explain the different types of barriers to Communication.
2. How to overcome the barriers.

UNIT-5

1. What is Report Writing? What are the different components/Steps of Report Writing?
2. Illustrate the principles of Effective Writing. What are the different types of business letters.
3. Discuss the various interview techniques with their merits and demerits.

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CASE STUDY

1. Write a Report for your school magazine describing a Cultural Fest held in your school in which various schools of your city took part.

REPORT
CULTURAL FEST
-Robin Dey

24October2014

On 22/ 10/2014, a colorful and memorable Cultural Fest was organized in our school. This event was whole day long and was held in the auditorium of our school. In this mega event, many schools from our city took part.

The grand show commenced by the arrival of various teams from schools. Then the Chief Guest, the District Collector, of our District, arrived with his wife. There was a colorful welcome followed by lighting of the lamp. It was accompanied by a melodious Saraswati Vandana, hailing the goddess of knowledge and wisdom. It was followed by a welcome speech given by the Principal of our school. Then there was bouquet presentation to the invited guests and the grand event began. It was a truly mesmerizing show as the teams from various schools presented many programmes ,there was singing, dancing, poetry recitation, skits, mimicry, mono act shows, classical and modern combination of several foot tapping numbers. Everyone sat glued to the show. The Chief Guest praised the entire event a lot. He guided with his inspirational words and inspired to do better. It was followed by the announcement of the winning team, ABC School of our city. The team from our school bagged second position and everyone complimented one another. It was followed by a formal vote of thanks and the event concluded.

We really enjoyed a lot and dispersed with a sincere hope that such mega events should be organized time and again giving the students a chance to display their talents.

2. Write a Report for the newspaper describing a traffic jam in which you, along with many, were trapped for many hours.

Ans:

REPORT
TRAFFIC JAM: A NUISANCE ON ROADS
-Shailey John

24October2018

On 23/10/2018, the main highway connecting the two major suburbs of our city witnessed a real chaos in the form of a traffic jam in which thousands of people were caught for several hours,

It was around 5 pm in the evening and the office goers, the school buses of various schools and traders along with many others were returning from the busy route. The traffic was running smoothly but suddenly the vehicles came to an abrupt halt. There was utter confusion among all. The traffic was not moving even an inch. Soon anger erupted among many. Patience slowly melted and there was argument, heated talks, and even several came out from their vehicles in anger. Fuming, everyone was vexed to know the cause of that traffic jam. People were in hurry to reach their destination but not even one traffic police officer could be seen in the vicinity. Then some excited youngsters jumped into the scene and began clearing the scene. They reached at the place where the halt had begun. A badly wounded person was seen unconscious in damaged car. Situation was understood and immediately an ambulance was called by onlookers. Within no time, the ambulance arrived followed by the police too. It took two hours to clear the traffic. But finally the injured person was taken in the ambulance, the damaged car was picked by the police and the traffic moved.

3. To promote healthy eating habits amongst school children your school recently organized a ‘Nutritious Food and Snacks Competition’. The competition was open to both parents and students. The participation was very encouraging. The famous nutrition expert, Dr. Shikha Sharma was the chief guest. As Anjum, the student editor of your school magazine, write a report about this event in 100 words.

Ans:**SECRETS TO HEALTHY SNACKING**

Hundreds of parents and students participated in ‘Nutritious Food and Snacks Competition’ organized by Vaibhav Public School, Hastinapur, yesterday, to increase awareness about healthy eating habits. The awareness campaign was aimed at both students, who snack by grabbing burgers, fries, potato chips, or chocolates, as well as for parents, who are juggling busy schedules where fast food becomes a convenient option. The school organized a Healthy Cooking Competition wherein all recipes involved healthy food like salads, whole grain breads and roasted snacks.

The winner amongst parents was Ms Neeru Mittal and amongst students was Noor AM Kajani of XII B.

The eminent nutrition expert, Dr Shikha, the chief guest said, ‘When it comes to smart snacking, think small portions, think healthy potions!’ This competition was an eye opener for one and all.

4. Letter of Enquiry:

Bob Smith
2151 Columbus Road
Poplar, MI 23783

April 5, 2019

Harper Est.
64 Small Street
New York, NY 64641

Dear Sir,

With reference to your advertisement in the Silver Globe dated April 5, 2019, I would like to have a copy your latest catalogue. I would appreciate it if you could send it at your earliest.

Yours faithfully,

Bob Smith

5. Acceptance of Proposal

John Doe
Sobriety Co. Ltd.
London, England

May 10, 2019

Re: Proposal for Project

Samuel Kennedy
High Engineering Works
London, England

Dear Mr. Kennedy,

We are glad to inform you that your proposal for the project has been reviewed and accepted. We would like to arrange a meeting with you to sign the agreement.

We are eagerly looking forward to this project and are happy to have the opportunity to work with you.

Yours sincerely,

John Doe

Project Manager

6. Thank you Letter: (on letterhead)

Hope Company
2020 Glenn Street, Miami, FL 56870
Phone: 1234567 Email: admin@hope.com

June 15, 2000

Ms Elizabeth Brown
Colin Co Inc.
Chicago, IL 65432

Dear Ms Brown,

Thank you for giving us the opportunity to serve you. We appreciate the confidence that you placed in us, and look forward to a continuing relationship which will prove beneficial to all concerned.

Should you need any information, please do not hesitate to contact any of our staff.

Yours truly,

Kim Smith

PR Manager

7. Congratulating a new business and offering your services: (on letterhead)

Writing Services
5252 Oak Head Corner, Toronto, Canada
Phone: (123)9876543 Email: services@ws.com

September 20, 2001

The Manager
Stars Gallery
Toronto, Canada

Dear Sir,

Subject: Opening of new branch.

Congratulations on the opening of your new branch. We are very happy that your business is expanding and that your clientele is increasing.

I understand that with the expansion of your business, you would be requiring more writers and book-keepers. As you are well aware we offer such services to new businesses, and offer the same to you. I am enclosing a list of our services and their corresponding prices. If you need clarifications on any of these, please do not hesitate to either call us or write to us.

Yours faithfully,

Ann Doe

Enclosure: List of services and prices

8. Letter of Request:

Margaret King
Hill Station Office
Dublin, Ireland

May 21, 2004

Re: Monday's Meeting

PR Department
Slates Company
Dublin, Ireland

Attention: Mr. Tom Jones

Dear Mr. Jones,

We would like to remind you about Monday's meeting. I am sure you understand the importance of this meeting, and thus request you to be at our office at 10 a.m. sharp. In case the time does not suit you, please call our office and fix a different time with my secretary. Please bear in mind the urgency of this meeting and try not to delay too much.

Yours sincerely,

Margaret King.

BUSINESS COMMUNICATION

IMPORTANT QUESTIONS

UNIT-1

1. Define business communication. What are the essentials of good communication.
2. Explain the channels of communication (Formal & Informal communication; upward, downward & horizontal communication)

UNIT-2

1. Explain briefly about Verbal Communication. What are the characteristics, advantages and limitations of **Oral and Written communication**.
2. What is Non-verbal Communication? Explain briefly.

UNIT-3

1. Explain Communication Styles.
2. What do you mean by Interpersonal communication? How to influence motivation to the interpersonal communication.
3. What is the role of emotion in Interpersonal communication.

UNIT-4

1. What is Barrier? Explain the different types of barriers to Communication.
2. How to overcome the barriers.

UNIT-5

1. What is Report Writing? What are the different components/Steps of Report Writing?
2. Illustrate the principles of Effective Writing. What are the different types of business letters.
3. Discuss the various interview techniques with their merits and demerits.

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