Business Communication JBIMS Semester III MHRDM
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What is communication? (20 Marks question)

Communication is a 'two way' process. When you communicate you perceive the other persons responses and react with your own thoughts and feelings. It is only by paying attention to the other person that you have any idea about what to say or do next.

When good communication is missing, health professionals can misunderstand or be ignorant of patients' needs and expectations; furthermore patients may not understand their rights and the choices available to them.

You can probably think of many occasions when lack of communication has left you feeling angry or worried. When people are ill, vulnerable or coping with bereavement the effects of poor communication can result in more than minor irritation.

Elements of the communication process

Here are the various components of the communication process in detail.

- *Input.* The sender has an *intention* to communicate with another person. This intention makes up the *content* of the message.
- *Sender.* The sender *encodes* the message, e.g. the idea of "piece of furniture to sit on" . Thus he gives expression to the content.
- *Channel.* The message is sent via a channel, which can be made of a variety of materials. In acoustic communication it consists of air, in written communication of paper or other writing materials.
- *Noise.* The channel is subjected to various sources of noise. One example is telephone communication, where numerous secondary sounds are audible. Even a solid channel such as paper can be crushed or stained. Such phenomena are also noise in the communicative sense.
- *Receiver.* The receiver *decodes* the incoming message, or expression. He "translates" it and thus receives the
- *Output.* This is the *content* decoded by the receiver.
- *Code.* In the process, the relevance of a code becomes obvious: The codes of the sender and receiver must have at least a certain set in common in order to make communication work.

Purposes of Communication

Managers need to be effective communicators to achieve positive results in today's organisations. Some of the purposes which could be achieved are:

(a) Information exchange, encouragement, control, constructive confrontation, counselling, etc.

(b) Interaction with different levels of hierarchy – internally with individuals, with groups, with departments – and externally with customers, suppliers, vendors, and other professionals.

(c) Obtain desired information. Verification of information. Correctly framed questions can bring out precise or even suppressed information.

(d) Influencing people over whom you have no other control.

The Importance and Benefits of Effective Communication

Communication is the "lifeblood" of day to day living. An effective tool to run affairs of company smoothly is effective communication setup –

(a) Internal - downward, upward, and horizontal, and

(b) External.

Communication is the medium which helps an organization accomplishes its goals. An organisation is a GROUP OF PEOPLE working to achieve a mutually accepted goal. And in group dynamics, communication is vital to ensure that each member is working in the right direction at the right speed so that there is no cross working, impediments, wastage or duplicating of the efforts. Effective communication is the only way to ensure these. Effective Communication can have following effects in an organisation: -

(a) It leads to greater overall utilization and effectiveness of people, processes and resources.

(b) It keeps people informed and ready.

(c) It gets people involved with the organization and :

  (i) Motivates them to perform well;

  (ii) Increases commitment to the organization.

(d) It makes for better relationships and understanding:

  (i) between Boss and sub-ordinates

  (ii) among colleagues

  (iii) between organization and its suppliers & customers.

(e) It helps people understand the need for change :

- Larger Orgs

- Technological Improvements
- Growth of Trade Union activities
- Emphasis on human Relations
- Public Relations
- Co – ordination
- Smooth working
- Eff. Decision Making
- Managerial Efficiency
- Co operation
- Eff Leadership
- Job Satisfaction – promotes mutual understanding.
- Increases Productivty
- Morale Building
- Achieving Managerial Roles

Steps in Communication Process.

Shannon's Model of the Communication Process

Shannon's (1948) model of the communication process is, in important ways, the beginning of the modern field. It provided, for the first time, a general model of the communication process that could be treated as the common ground of such diverse disciplines as journalism, rhetoric, linguistics, and speech and hearing sciences. Part of its success is due to its structuralist reduction of communication to a set of basic constituents that not only explain how communication happens, but why communication sometimes fails. Good timing played a role as well.

The world was barely thirty years into the age of mass radio, had arguably fought a world war in its wake, and an even more powerful, television, was about to assert itself. It was time to create the field of communication as a unified discipline, and Shannon's model was as good an excuse as any.

The model's enduring value is readily evident in introductory textbooks. It remains one of the first things most students learn about communication when they take an introductory communication class. Indeed, it is one of only a handful of theoretical statements about the communication process that can be found in introductory textbooks in both mass communication and interpersonal communication.

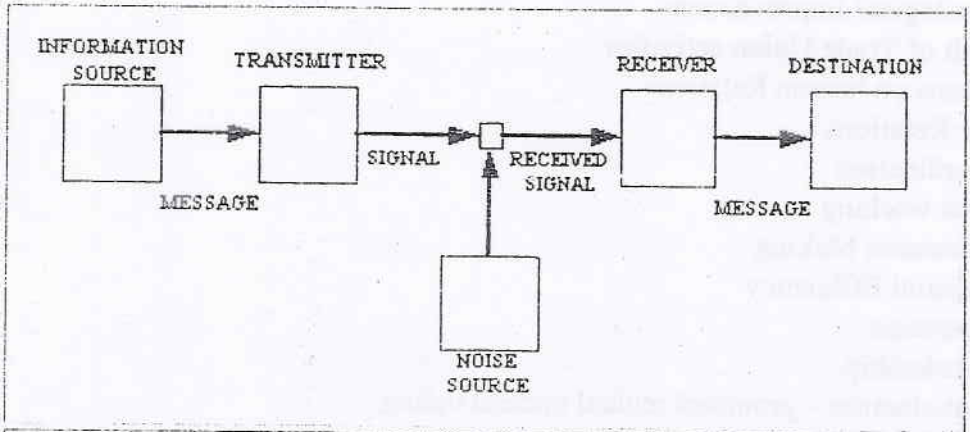


Figure 1: Shannon's (1948) Model of the communication process.

Shannon's model, as shown in Figure 1, breaks the process of communication down into eight discrete components:

1. An information **source**. Presumably a person who creates a message.
2. The **message**, which is both sent by the information source and received by the destination.
3. A **transmitter**. For Shannon's immediate purpose a telephone instrument that captures an audio signal, converts it into an electronic signal, and amplifies it for transmission through the telephone network. Transmission is readily generalized within Shannon's information theory to encompass a wide range of transmitters. The simplest transmission system that associated with face-to-face. Communication has at least two layers of transmission. The first, the mouth (sound) and body (gesture), create and modulate a signal. The second layer, which might also be described as a channel, is built of the air (sound) and light (gesture) that enable the transmission of those signals from one person to another. A television broadcast would obviously include many more layers, with the addition of cameras and microphones, editing and filtering systems, a national signal distribution network (often satellite), and a local radio wave broadcast antenna.
4. The **signal**, which flows through a channel. There may be multiple parallel signals, as is the case in face-to-face interaction where sound and gesture involve different signal systems that depend on different channels and modes of transmission. There may be multiple serial signals, with sound and/or gesture turned into electronic signals, radio waves, or words and pictures in a book.
5. A carrier or **channel**, which is represented by the small unlabeled box in the middle of the model. The most commonly used channels include air, light, electricity, radio waves, paper, and postal systems. Note that there may be multiple channels associated with the multiple layers of transmission, as described above.
6. **Noise**, in the form of secondary signals that obscure or confuse the signal carried. Given Shannon's focus on telephone transmission, carriers, and reception, it should not be surprising that noise is restricted to noise that obscures or obliterates some portion of the signal within the channel. This is a fairly restrictive notion of noise, by current standards, and a somewhat misleading one.

Today we have at least some media which are so noise free that compressed signals are constructed with an absolutely minimal amount information and little likelihood of signal loss. In the process, Shannon's solution to noise, redundancy, has been largely replaced by a minimally redundant solution: error detection and correction. Today we use noise more as a metaphor for problems associated with effective listening.

7. A **receiver**. In Shannon's conception, the receiving telephone instrument. In face to face communication a set of ears (sound) and eyes (gesture). In television, several layers of receiver, including an antenna and a television set.
8. A **destination**. Presumably a person who consumes and processes the message.

Seven C's of Good Communication

Although technology has changed, the essential elements of good business communication have not changed. Following are the seven "C's" of a good business letter:

- COMPLETE
    1. Have you given all the facts?
    2. Have you covered the essentials?
    3. Have you answered all his/her questions?
    4. Did you PLAN what you said?
- COURTEOUS
    1. Will it win good will?
    2. Have you used positive, "pleasant-toned" words?
    3. Have you used "I appreciate," "please", and "thank you" somewhere in your message?
    4. Would you enjoy reading what you have said?
- CONSIDERATE: The YOU-Attitude
    1. Have you put the client first?
    2. Have you floodlighted his/her interests?
    3. Have you walked in his/her moccasins?
    4. Have you talked his/her language?
- CLEAR
    1. Have you used familiar words, short sentences?
    2. Have you presented only one idea in each sentence?
    3. Have you avoided "business" and technical terms?
    4. Have you used the reader's language?
- CONCISE
    1. Have you plunged right into the subject of the message?
    2. Have you avoided rehashing the reader's letter?
    3. Have you said enough, but just enough?
    4. Have you avoided needless "filler" words and phrase?
- CONCRETE
    1. Have you given the crisp details the client needs?
    2. Have you made the details razor and needle-sharp?

3. Have you flashed word pictures, made facts vivid?

- CORRECT
  1. Have you checked all facts for correctness?
  2. Have you spelled the reader's name correctly?
  3. Have you verified all numbers and amounts?
  4. Is the appearance of the letter effective? Is it clean, well-spaced?
  5. Have you checked your spelling, punctuation, grammar, etc.?

The chief art in writing is to know:

1. How much to put in.
2. What to leave out.
3. When to quit.

Barriers to communication.

Many people think that communicating is easy.

It is after all something we've done all our lives.

There is some truth in this simplistic view.

Communicating is straightforward.

What makes it complex, difficult, and frustrating are the barriers we put in the way.

Here are the 7 top barriers.

1. Physical barriers

Physical barriers in the workplace include:

- marked out territories, empires and fiefdoms into which strangers are not allowed
- closed office doors, barrier screens, separate areas for people of different status
- large working areas or working in one unit that is physically separate from others.

Research shows that one of the most important factors in building cohesive teams is proximity. As long as people still have a personal space that they can call their own, nearness to others aids communication because it helps us get to know one another.

2. Perceptual barriers

The problem with communicating with others is that we all see the world differently. If we didn't, we would have no need to communicate: something like extrasensory perception would take its place.

3. Emotional barriers

One of the chief barriers to open and free communications is the emotional barrier. It is comprised mainly of fear, mistrust and suspicion. The roots of our emotional mistrust of others lie in our childhood and infancy when we were taught to be careful what we said to others.

"Mind your P's and Q's"; "Don't speak until you're spoken to"; "Children should be seen and not heard". As a result many people hold back from communicating their thoughts and feelings to others.

They feel vulnerable. While some caution may be wise in certain relationships, excessive fear of what others might think of us can stunt our development as effective communicators and our ability to form meaningful relationships.

4. Cultural barriers

When we join a group and wish to remain in it, sooner or later we need to adopt the behaviour patterns of the group. These are the behaviours that the group accept as signs of belonging.

The group rewards such behaviour through acts of recognition, approval and inclusion. In groups which are happy to accept you, and where you are happy to conform, there is a mutuality of interest and a high level of win-win contact.

Where, however, there are barriers to your membership of a group, a high level of game-playing replaces good communication.

5. Language barriers

Language that describes what we want to say in our terms may present barriers to others who are not familiar with our expressions, buzz-words and jargon. When we couch our communication in such language, it is a way of excluding others. In a global market place the greatest compliment we can pay another person is to talk in their language.

One of the more chilling memories of the Cold War was the threat by the Soviet leader Nikita Khruschev saying to the Americans at the United Nations: "We will bury you!" This was taken to mean a threat of nuclear annihilation.

However, a more accurate reading of Khruschev's words would have been: "We will overtake you!" meaning economic superiority. It was not just the language, but the fear and suspicion that the West had of the Soviet Union that led to the more alarmist and sinister interpretation.

6. Gender barriers

There are distinct differences between the speech patterns in a man and those in a woman. A woman speaks between 22,000 and 25,000 words a day whereas a man speaks between 7,000 and 10,000. In childhood, girls speak earlier than boys and at the age of three, have a vocabulary twice that of boys.

The reason for this lies in the wiring of a man's and woman's brains. When a man talks, his speech is located in the left side of the brain but in no specific area. When a woman talks, the speech is located in both hemispheres and in two specific locations.

This means that a man talks in a linear, logical and compartmentalised way, features of left-brain thinking; whereas a woman talks more freely mixing logic and emotion, features of both sides of the brain. It also explains why women talk for much longer than men each day.

7 Interpersonal barriers

There are six levels at which people can distance themselves from one another:

1. **Withdrawal** is an absence of interpersonal contact. It is both refusal to be in touch and time alone.
2. **Rituals** are meaningless, repetitive routines devoid of real contact.
3. **Pastimes** fill up time with others in social but superficial activities.
4. **Working** activities are those tasks which follow the rules and procedures of contact but no more.
5. **Games** are subtle, manipulative interactions which are about winning and losing. They include "rackets" and "stamps".
6. **Closeness** is the aim of interpersonal contact where there is a high level of honesty and acceptance of yourself and others.

Working on improving your communications is a broad-brush activity. You have to change your thoughts, your feelings, and your physical connections.

That way, you can break down the barriers that get in your way and start building relationships that really work.

Overcoming Barriers to Communication

(a) If communication is oral, it must be clear and not heavily accented.

(b) Words should be simple and unambiguous. Words must be chosen and sentences constructed in such a way that there is little possibility of deriving any meaning other than intended.

(c) Pay attention while listening and read with concentration.

(d) If instruments are used, they should be in proper working condition. Classical joke of radio frequency shuffling between two stations, one broadcasting pickle preparation instructions and other broadcasting physical exercise instructions, should be avoided.

(e) The communicator should try to reach the audience by speaking and writing at their level of reception/understanding. There is no point in releasing advertisements in countryside in English. Vernacular language would be far more effective.

(f) Language should be used to express and not impress, unless necessary.

(g) Proper arrangement must be made to obtain feedback. The sooner feedback is available, sooner can the mode and manner of communication be altered to make it more effective.

(h) Select most appropriate channel of communication given the prevailing environment and receiver's disposition.

Action Agenda to Overcome Barriers

Sender

Who : Target audience should be very clearly known.

Why : Purpose of communication should be known for correct coding of message

What : Decide what to communicate..

When : Choose the best time for optimum reception.

How : Chose best medium given the receivers capability and noise factors present.

Where : Choose appropriate location depending on message and audience. Like, Bus shelters are good place to advertise.

Keep checking with the receiver.

Receiver

Attentive: Be fully attentive to sender.

Active: Listen actively to the messages being sent. Listen to what is said and also what has not been said. Read the intent rather than the words.

Ask for clarifications, reception where necessary.

Dispassionate: Be dispassionate and objective.

Together

Realize that some misunderstandings are inevitable and be **Alert** for all cues to this effect.

Listen, listen, listen, and listen again.

Test the understanding of the message by asking for repetition of the message in the recipient's own words. Confirm the understanding by repeating the message to the sender in your own words.

Share **Opinions**, feelings and perceptions generated by the message.

Assertive communication (short notes)

What is Assertiveness?

It is a behaviour whereby we communicate clearly and confidently our needs, wants and feelings to other people without abusing their rights. It is an alternative to passive, aggressive and manipulative behaviour. Or in other words - Assertiveness is the ability to honestly express your opinions, feelings, attitudes, and rights, *without undue anxiety*, in a way that doesn't infringe on the rights of others.

Assertiveness is often confused with aggressiveness. There is a big difference between these two concepts, however. It is useful to think of a continuum (below) along which the whole range of human behaviour lies. Some behaviour is extremely passive (at one end of the continuum), some is extremely aggressive (at the other end), and some (assertive) lies somewhere in between:

Passive ⟷ Assertive ⟷ AGGRESSIVE

It's not aggressiveness; it's a middle ground between being a bully and a doormat.

Why is Assertiveness Important?

If you can not be assertive, it might lead to depression, frustration, and resentment at being denied your due. Such kind of feeling over a long period is known to generate anxiety and violent feelings. They will in turn manifest in deteriorating relationships and even physical complaints like blood pressure, etc.

Selective Assertiveness

Most people find it easier to be selectively assertive. This makes perfect sense. It's a lot easier to hold your ground with a stranger than with someone you love who might get angry if you express your true feelings. Even with your loved ones it is well accepted if some one holds his ground once in a while rather than every time. But the more important the relationship is to you, the more important it is to be assertive. Calculated assertive behaviours lead to increased respect from others, their willingness to see you as a person who respects him/herself, a *worthwhile* person, a more loveable person!

Is assertiveness always the best way to go?

Never. Remember, there is a thin dividing line between assertiveness and aggressiveness. It is more a matter of perception than any thing else. Some people are known to be extremely sensitive and egoistic. They can not take any one standing up to them however respectfully and reasonably. If such a person is in a position of strong authority, it may

not be a good idea to be assertive with him. Before you decide to act assertively in a given situation, you have to decide if you can live with the consequences.

How to be effectively assertive:

- **Be Direct:** Be direct without being offensive. Tell in unambiguous words what you want without criticising other person for not giving same thing in past or like.
- **Use assertive body language**. Face the other person, stand or sit straight, don't use dismissive gestures, be sure you have a pleasant, but serious facial expression, keep your voice calm and soft, not whiney or abrasive.
- **Use "I" statements**. Keep the focus on the problem you're having, not on accusing or blaming the other person. Example: "I'd like to be able to tell my stories without interruption." instead of "You're always interrupting my stories!"
- **Use facts, not judgments**. Example: "Your punctuation needs work and your formatting is inconsistent" instead of "This is sloppy work." or "Did you know that shirt has some spots?" instead of "You're not going out looking like THAT, are you?"
- **Express ownership of your thoughts, feeling, and opinions**. Example: "I get angry when he breaks his promises." instead of "He makes me angry." or "I believe the best policy is to..." instead of "The only sensible thing is to ..."
- **Make clear, direct, requests**. Don't invite the person to say no. Example: "Will you please ... ?" instead of "Would you mind ... ?" or "Why don't you ... ?"

How IT has affected the modern day communication? (20 marks)

Ans. Saying that IT has affected communication is an understatement. In reality, IT has metamorphosed the communication. It is completely revolutionised the way of communication. It is possible today to communicate a lot faster, more accurately, more clearly and in much greater detail and finally at much lower cost. It has spanned hitherto unthinkable distances and times. IT has affected the organisational communication on every conceivable front: -

(a) ***It has speeded up the communication:*** Proliferation of telephones, Mobile Phones, Television, internet, fax, SMS, MMS, etc have speeded up the communication and information exchanges. For business, speedy communication translates as better inventory management (lesser inventory sourced from cheapest vendor) and faster turnover of capital.

(b) ***Eliminated Physical Presence:*** Technologies such as video conferencing, simple procedures for authentication over communication media, etc have reduced the necessity of physical presence and made transactions faster and easier. e-commerce fuelled by IT has eliminated need to hire costly spaces in upmarket segments and high inventory.

(c) *Simplified Communication:* Whether oral or written, communication has got simplified. Proliferation of communication media, like Mobile phones, SMS, MMS, FAX, Internet mails, etc have made the communication lot more simple and easy. Snail mail and telegrams are being used lesser and lesser with passing time,

(d) *Improved Accurate:* Ease of use of pictures, graphs, photographs, tables, typed messages in communication afforded by use of IT tools, have helped to communicate the messages more clearly and accurately with lesser distortions.

(e) *Acts as an Interface:* Due to instant communication possible now, it acts as an interface between policies, processes and operations.

(f) It has broken lot of hierarchical barriers.

(g) *Reduced Cost:* Cost of communication is falling to unbelievably low levels. Over the past 15 years, cost of STD call has fallen from Rs 30 per minute to Rs 2.50 and even lesser without adjusting for inflation. Use of internet has further reduced the cost. Data transmission cost have fallen even lower.

Disadvantages –Three disadvantages of speed communication induced by IT are:

(a) Personal touch has been lost.

(b) Privacy is getting compromised.

(c) Speed communication has introduced cut and dried form of communication. Thus, the art of writing a well researched persuasive communication is on the wane.

Impact of technology on communication (20 mark question)

Good article, explains it all.

"As most of us are aware, the Internet and e-mail have changed the way we communicate. It impacts most levels of society and has virtually replaced traditional letters and even telephone calls," explains Antonet Stone, business manager at Rectron

"Indeed, the ubiquity of online communication is undeniable; in less than two decades it has gone from obscurity to mainstream dominance. And while this may sound slightly sinister, the benefits are endless. In fact, we're finally what futurists in the 90s predicted we will be - a global village".

"We don't often give it much thought, but if you take a few minutes to think back, the strides we've made are quite astonishing. Granted, we're still not travelling to far and distant planets or walking through stargates, but our communications are right up there with the most ambitious *Star Trek* episode.

"And for those that aren't implementing the latest and greatest technology, don't fret, online communications are by no means rocket science, and once you get the hang of it, you won't be able to imagine your life without it," says Stone

Enter VoIP

"Due to the demands of our fast-paced world, the rapid response of e-mail is often not good enough. And this is where Voice over Internet Protocol better known as VoIP and its myriad of sub-applications have come to their own.

"For the more technology savvy amongst us, VoIP is already old news, however, for the average technology user online communications' benefits are now coming to the fore.

"In a nutshell, VoIP is a modern software application that, if used effectively, is cheaper than fixed line telephony calls. The technology essentially allows you to make calls over

the Internet – therefore using your existing infrastructure in a new and truly innovative way.

"VoIP was originally developed to provide voice communication between computer users in different locations. Now, people using VoIP technology can call any telephone or PC in the world via an IP-enabled telephone or a simple headset and speaker, connected to their desktops or laptops.

"Internet telephony is no longer a dream and the ability to make local and global long distance calls, using cutting edge applications such as *Skype* at a fraction of the cost, has shrunk our planet to a little village where we can keep in touch with our dearest friends and family members with very little effort.

"Furthermore, with the help of cutting-edge webcams from the likes of Logitech we can literally put a face to the voice. Logitech's QuickCam Communicate STX PLUS for Skype offers clear VGA-quality images, even in low light. The webcam also features high quality headset, for two-way synchronised audio while the company's RightSound Technology ensures that your conversation comes through crisp and echo-free.

"Plus, with Logitech's Intelligent Face Tracking – available from all its high-end webcams - your face-or even multiple subjects will be tracked and centered in the video frame allowing you to move about freely without needing to adjust your camera's position or angle. And with expanded ultra-wide video coverage, your friends and family can get in on the fun.

IM – another revolutionary application

"But it is not only voice that has accelerated our local and global communications to a nanosecond, instant messaging (IM) has also emerged as an unsung hero of our modern times.

"Again put in layman's terms, instant messaging allows you to maintain a list of people that you wish to interact with. You can send messages to any of the people in your list, often called a buddy list or contact list, as long as that person is online. Today, there are various freely downloadable IM applications available that include MSN, Yahoo! and AOL.

"IM also provide VoIP capability, again enabling you to utilise the myriad of benefits that come with IP enabled chatting.

"Plus with offerings from Logitech and the like you can truly personalise your online calling. Logitech Video Effects is a fun application, designed exclusively for compatible Logitech web cameras, which enables you to personalise your on screen appearance using Avatars and Face Accessories.

"Avatars are fully-animated 3D renderings that replicate the facial movements of the webcam user, and Face Accessories are 2D images such as hats or glasses that are superimposed on your video image.

"Most of these popular instant-messaging programs provide a variety of programs:

Instant messages – send notes back and forth with a friend who is online;
Chat – create your own custom chat room with friends or co-workers;
Web links – share links to your favorite web sites;
Images – look (with permission) at an image stored on your friend's computer;
Sounds – play sounds for your friends;
Files – share files by sending them directly to your friends;
Talk – use the Internet instead of a phone to actually talk with friends; and
Streaming content – get up-to-date, real-time on the news or any topic of interest.

"The reality is that instant messaging an almost free-of-charge, super-effective way of communicating that takes very little skill.

"If you consider the above, we're now living in a world where communications are teleporting us (virtually) to more than one continent at a time. It's awesome and inspiring and something to be embraced and be proud off," concludes Stone.

Grapevine (gossip) (short note)

To **hear something through the grapevine** is to learn of something informally and unofficially by means of gossip and rumor.

The usual implication is that the information was passed person to person by word of mouth, perhaps in a confidential manner among friends or colleagues. It can also imply an overheard conversation or anonymous sources of information. For instance "I heard through *the grapevine* that Brad was getting fired."

According to Robbins, the grapevine in an organization has three significant characteristics.

1. It is not controlled by formal management.
2. Most employees perceive it to be more believable and reliable than formal communication issued by top management.
3. It is largely used for the self-interests of the people within the organization.

Managers can use the grapevine to:[1]

- get a feel for the morale of the organization
- understand the anxieties of the work force
- evaluate formal communication efforts and see if they are working

ORGANISATIONAL COMMUNICATION (Short notes)

Communications in an organisation (Channels of communication) can be broadly classified into two broad categories: -

1. External Communication
2. Internal Communication

External communication is the one which either originates from out side the organisation and is received in the organisation or the one that goes out from the organisation. Thus, External communication can be further classified into: -

(a) Outbound – Letters, Mails, Court Appeals, etc, originating in organisation and addressed to people/ authorities out side the organisation.

(b) Inbound – Letters, mails, Faxes, etc received by the organisation from outside including legal and govt notices etc.

Internal communication is the one which originates and terminates within the organisation. Eg. Staff Minute Sheets, Office Memo, Departmental Notes, etc. It even includes informal messages exchanged between members of organisation over a cup to tea or lunch room gossip. Thus, internal communication can be divided as: -

(c) Formal – Office Memo, Deptt Notes, Staff Minute Sheets, etc. exchanged among the people of the organisation.

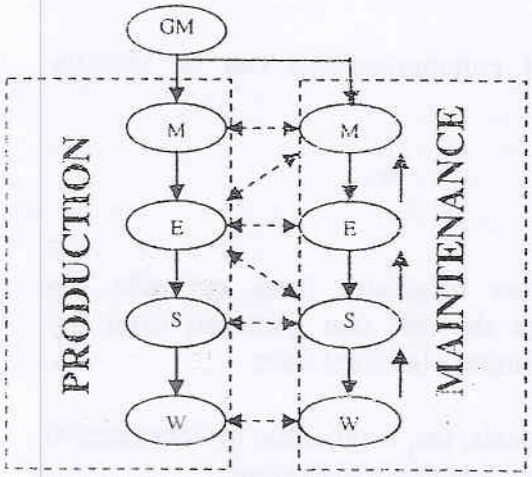
(d) Informal/personal – It has no set channels. It could be over a cup of tea or while waiting for a meeting to commence. It is also called grapewine/gossip channel.

Formal communication can be further divided as

(a) *Upwards* -- Originates at lower level and is addressed to the people higher in hierarchy. These could be reports, requests, opinions, complaints, etc.

(b) *Downwards* – is one which originates at higher management level and is communicated to lower echelon as information or action agenda. It often consists of information which is necessary for any staff to carry-out their work, such as policies and procedures, orders and directions

(c) *Lateral* – Lateral messages are the direct exchange of information among people of different departments at one level up or down than the originator. Addressed to the peer group like an engineer in production department addressing to another in maintenance department.



GM – General Manager
M- Manager
E – Engineer
S – Supervisor
W – Worker

Lateral communication is the communication which takes between people of same status within the department or inter department. It also includes communication with people one step above or below in hierarchy.

Informal Channels spring up by virtue of common interests among people in the organisation – these interests may be caused by work, social or outside relationships. The grapevine/gossip is very powerful channel. It is often far more powerful than the other two. Its messages may frequently be distorted, but they often carry more credibility than those coming from the formal channels. Informal channels become the only means of communication when the formal channels break-down or get blocked. This channel is the fastest medium of spreading the message though with distortion. While most of the senior management discourages it, many indulge in it themselves to feel the pulse of lower management. Departmental parties, get-togethers, picnics and other social events are few of the ways to open informal channel of communication between senior and junior management.

For an organisation to function effectively, it is necessary that the formal channels of communication function smoothly at all times. Upward channel is most susceptible to blockage and creates a barrier between higher and lower management and informal channel becomes over active. When this happens, it is an indicator that the organisation's policies, procedures and employee relations need to be reviewed.

LISTENING (20 marks)

No oral communication can be effective without proper listening by the receiver. However, ensuring proper listening is as much responsibility of speaker/sender as listener/receiver. Ensuring that atmosphere is right for listening, there is not much environmental noise, is responsibility of sender. And if the environmental noise is high and can not be controlled, or the distance between speaker and the listening is long, sender should speak loud enough to be heard over the noise or distance.

Another area of responsibility of speaker is to ensure that the tone and speed of speech is comfortable for listener. Also, if the speaker is articulate enough, he can generate the interest of the listener through either voice modulation or speech content.

But primary responsibility for listening lies with the listener. Listening is an even more difficult art than speaking. It requires serious effort on part of listener to absorb what is being told. It is largely a matter of mental conditioning. We have to train ourselves to listen attentively.

Ten Commandments for listening

1. Stop talking to be able to listen.
2. Put the talker at ease. Make him comfortable to speak.
3. Show the talker that you want to listen. Give him the impression that you are interested in what he is talking.
4. Remove distractions like tapping with a pen or pencil or shuffling papers.
5. Empathise with the talker.
6. Be patient. Give enough time to the talker even if he is slow to come to the point.
7. Hold your temper. Temper intimidates and creates barriers.
8. Go easy on arguments and criticism. No one wins after an argument. One person loses the argument and the other his goodwill.
9. Ask questions.
10. Stop Talking. This is the first as well as the last commandment.

The Three Basic Listening Modes

1. ***Competitive or Combative Listening:*** It happens when we are more interested in promoting our own point of view than in understanding or exploring someone else's view. We either listen for openings to take the floor, or for flaws or weak points that we can attack subsequently. As we pretend to pay attention, we are impatiently waiting for an opening, or internally formulating our rebuttal and planning our devastating comeback that will destroy their argument and make us the victor. This is what we do when talking to friends.

2. ***Passive or Attentive Listening:*** We are genuinely interested in hearing and understanding the other person's point of view. We are attentive and listen passively. We assume that we heard and understand correctly, but stay passive and do not verify it. This is what an average student does in the classroom or people do in a public lecture.

3. ***Active or Reflective Listening:*** It is the single most useful and important listening mode. In active listening we are also genuinely interested in understanding what the other person is thinking, feeling, wanting or what the message means, and we are active in checking out our understanding before we respond with our own new message. We restate or paraphrase our understanding of their message and reflect it back to the sender for verification. This verification or feedback process is what distinguishes active listening and makes it effective. This is what a good student does in the classroom with his professor.

Barriers To Listening

1. ***External Distraction:*** The physical environment affects listening. Among the negative factors are noisy fans, poor or glaring lights, distracting background music, etc, which might distract the listener's attention from the speaker's message.

2. ***Prejudice Against the Speaker:*** Attention is lost when the speaker's position, attitude or belief is entirely contrary to the listener.

3. ***Thinking Speed:*** We speak at an average speed of 125 w.p.m., but our brain is able to comprehend at a speed of 400 – 600 w.p.m.. Since the brain can comprehend faster than we can speak, a *listening gap* occurs for the average person. This gap allows the mind to wander to thoughts unrelated to those being expressed by the speaker and influences the ability of the receiver to accurately hear the message being sent

4. ***Semantic Stereotypes:*** Internal reaction to words vary from person to person, each one influenced by feelings, attitudes, prejudices, and biases we carry within us. Hence, some words cause negative reactions. We tune out the speaker because the words annoy us; it shouts so loudly in the brain that effective listening is impaired.

5. ***Premature Evaluation:*** As a result of rapid thinking we race ahead to what we feel is the conclusion. We anticipate. We arrive at the concluding thought quickly – although often one that is quite different from that the speaker intended.

6. ***Emotional Blocks:*** Popularly called as "Deaf Spots" prevent a person from taking in and retaining certain ideas. There are people who cannot listen to figures, to politics, or to description of surgical operation.

7. ***Detouring:*** Delivery style of the speaker can put off or create interest in the listeners. The tendency to criticise speaker's manner, appearance, voice etc. impairs effective listening.

8. ***Preoccupation:*** Being preoccupied with some other thought causes hearing but not listening.

9. ***Impatience:*** Being so interested in what you have to say that you listen mainly to find an opening to get the floor.

10. ***Rebuttal:*** Formulating and listening to your own rebuttal than what the speaker is saying.

11. ***Personal Beliefs:*** Listening to your own personal beliefs about what is being said.

12. ***Judgemental Tendencies:*** Evaluating and making judgments about the speaker or the message.

13. ***Shyness:*** Not asking for clarification when you know that you have not understood.

Listening Tips

1. Usually it is important to paraphrase and use your own words in verbalizing your understanding of the message. Parroting back the words verbatim is annoying and does not ensure accurate understanding of the message.

2. Depending on the purpose of the interaction and your understanding of what is relevant, you could reflect back the other persons'

   (a) Account of the facts.

   (b) Thoughts and beliefs.

   (c) Feelings and emotions.

   (d) Wants, needs or motivation.

   (e) Hopes and expectations.

3. Don't respond to just the meaning of the words, look for the feelings or intent beyond the words. The dictionary or surface meaning of the words or code used by the sender is not the message.

4. Inhibit your impulse to immediately answer questions. The code may be in the form of a question. Sometimes people ask questions when they really want to express themselves and are not open to hearing an answer.

5. Know when to quit using active listening. Once you accurately understand the sender's message, it may be appropriate to respond with your own message. Don't use active listening to hide and avoid revealing your own position.

6. If you are confused and know you do not understand, either tell the person you don't understand and ask him/her to say it another way, or use your best guess. If you are incorrect, the person will realize it and will likely attempt to correct your misunderstanding.

7. Active listening is a very effective first response when the other person is angry, hurt or expressing difficult feelings toward you, especially in relationships that are important to you.

8. Use eye contact and listening body language. Avoid looking at your watch or at other people or activities around the room. Face and lean toward the speaker and nod your head, as it is appropriate. Be careful about crossing your arms and appearing closed or critical.

9. Be empathic and nonjudgmental. You can be accepting and respectful of the person and their feelings and beliefs without invalidating or giving up your own position, or without agreeing with the accuracy and validity of their view.

Listening Traps to Avoid

1. Drifting to conclusions – Found boring at start so you don't listen the rest.
2. Letting yourself be distracted.
3. Reacting to loaded words.
4. Planning a rebuttal. It's difficult to listen when you are eager to speak.
5. Faking attention – the wide asleep listener.
6. Day dreaming.

Building Active Listening Skills

Active listening is listening with the purpose of understanding the message. To make sure that the message has been clearly understood, the receiver has to test that understanding. How the listener understands and interprets the message determines the response.

There are two components of a spoken message:

(a) Content – The words that are used

(b) Feelings – How the words are expressed

Problems may arise in sending and receiving messages. The sender may wonder: Am I being understood? Is what I really mean to say getting across? The receiver may question: Am I understanding you? Am I accurately interpreting what you are saying and feeling? The solution lies in checking it out.

There are two steps to active listening, decoding and giving feedback.

(a) **Step One - Decoding**: Deciding what emotion has been communicated. The listener climbs into the other person's shoes for a minute to see where she or he is coming from. The listener must empathize, be sensitive, imagine what the sender feels.

(b) **Step Two - Giving Feedback**: Feedback tests the accuracy of the interpretation. In giving feedback, the receiver summarizes what was heard and seeks to clarify anything not understood. If the response indicates that the receiver has interpreted the speaker incorrectly, the speaker can let the receiver know.

Active vs. Passive Listening

Active listening means listening to understand and testing the understanding of what was heard and observed. It is listening to hear the real meaning behind what is said. It means paying close attention to the speaker. It means becoming involved in the speaker's concern. Passive listening is just hearing everything that is said without responding. Active listening is stopping the sender when necessary to be sure you understand what has been said and letting senders know whether you have understood what they really mean.

How do you use this skill?

Display a non-judgmental attitude. Make eye contact. Use a respectful, interested tone of voice. Be aware of what your body language is saying. For example, if you say you are interested in what the speaker has to say, are you yawning, thumbing through a magazine, looking out the window while he or she is talking or doing other things that make it look like you're not really interested?

Organizational Communication

Internal/Organisational Communication

This is communication that takes place within (or across) an organisation. In addition to the usual face to face, telephone, fax or mail; modern organisations may use technology to communicate internally. Technology may be used for e-mails or a linked internal communication system such as the intranet which is an internet system designed solely for use by those working for the organisation.

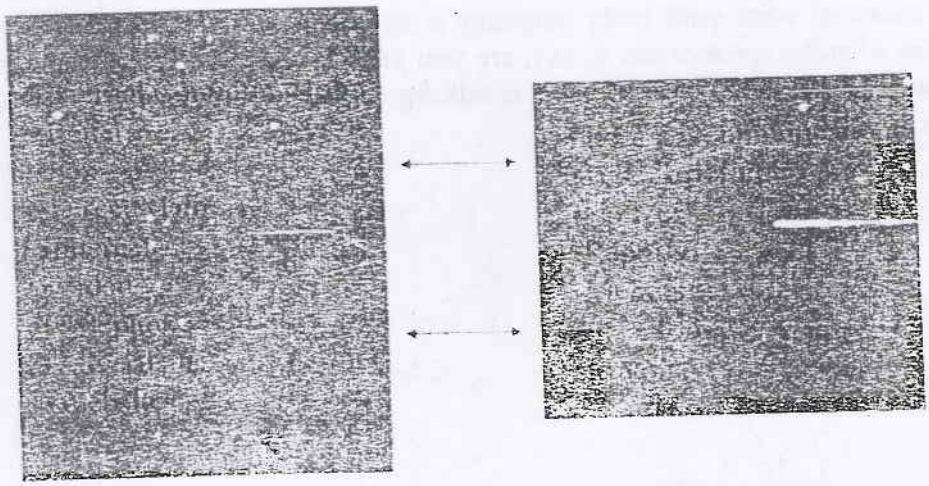
External communications

Conversely external communication is communication between the organisation and those outside the organisation. Modern organisations may design technological systems so that they can communicate with customers and undertake e-Commerce. Alternatively they communicate with other businessess through the internet or similar systems and undertake e-Business.

Functions of Internal and External Communications;

Technology has rapidly expanded the types of internal and external communication available to organisations. The diagram illustrates the vast array of internal and external communication available.

Combined together internal and external types of communications allow various sectors of the local, national and international community to interact, liaise and conduct business.



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Formal and Informal Communications

Formal communication is defined as communication which occurs through the official organisational channels or is undertaken by an employee to do their job. For example official meetings, letters and a manager asking an employee to carry out a particular task. Conversely informal communication is that which occurs outside the recognised communication networks such as talking in the lunchroom or hallways between employees. Informal communication can be productive or negative. It has the potential to build teams, improve working relationships and generate ideas as employees are in a relaxed environment.

Upward and Downward Communications

Downward communication is communication created by directors and managers and passed down the hierarchy of workers in the organisation. In traditional organisations this is the preferred method of communication ie Managers decide what the systems, rules and procedures will be and then they pass these down to employees they manage and supervise. Downward Communication can increase efficiency by synchronising organisational procedures and can ensure that everybody is working towards the same overall aims and objectives. Types of downward communication include job descriptions, appraisals/evaluations, organisational policy, and organisational systems.

Although there are advantages to downward communication organisations have began to encourage upward communication. This is communication which originates at the lower level of the employment hierarchy and is then communicated up through the line. Organisations encouraging upward communication believe that everybody is capable of generating thoughts and ideas which may help the organisation to progress, particularly when they are working closely in the area that the idea applies to. Upward communication may increase motivation and make employees feel valued and respected whilst enabling managers to understand how employees are feeling. Furthermore if problems occur at they are more likely to be identified earlier by those working closely in the area that they occur. Types of upward communications include suggestion schemes, feedback forums/surveys, grievance procedures and employee-manager discussions.

Lateral Communication

This is communication that occurs between employees on the same level in the organisation. As this can involve decision making it can create efficiency as employees do not have to wait for managerial approval. On the other hand if the manager is not kept informed or if the manager fails to set boundaries there is potential for conflict.

Diagonal Communication

This occurs when communication occurs between workers in a different section of the organisation and where one of the workers involved is on a higher level in the organisation. For example in a bank diagonal communication will occur when a department manager in head office converses with a cashier in a branch of the bank based on the high street.

TELECOMMUNICATIONS GLOSSARY

Term	Definition
Telecommunication	Communication between parties based in different locations by using a cable, telephone, broadcast or a telegraph.
Networking	Linking to or more computers together so that information and facilities can be shared. Computers in the same room may be linked together or the organisation may decide to link, computers in different parts of the world together.
Local Area Network (LAN)	Computers linked by a network without the use of telecommunications. Often the computers linked are based in the same location, group of buildings or site.
Wide Area Network (WAN)	Computers linked by a network using telecommunications. Often the computers linked are based in different locations.
Teleconferencing	Through the use of telecommunication devices such as video link participants based in different locations communicating is known as teleconferencing.
Electronic Data Interchange (EDI)	Computer networks used to exchange standard business transaction documents between organisations.

How to Make an Effective Presentation (short note or Long answer)

In a classic 1990s monologue, comedian Jerry Seinfeld told his audience that Americans fear public speaking more than death. "Death is number two," Seinfeld said. "Now, this means to the average person, if you have to go to a funeral, you're better off in the casket than doing the eulogy."

Unfortunately, the average person will be called upon to do a lot of public speaking over the course of an academic or professional career. The following article offers some ways to make it easier.

Overcoming Fears

A better way to deal with nervousness is to remember that if most people fear public speaking more than death, in most situations the audience is going to be just as nervous for you. Remembering that should go a long way toward calming fears.

In most situations, an audience has no way of knowing what's going on inside your head. If you do not show fear, the audience will not see fear—fake it until you make it.

Appearance matters. If your knees knock, wear baggy pants. If your hands shake, try to avoid holding small sheaves of paper.

Know Your Audience

Ask important questions. Where does the audience come from? Why are they here? What do they want to know?

Knowing something about your audience will alleviate most of your fears.

If you are a student in a classroom, you can assume your audience is as nervous as you as they wait their turn to speak. They will be impressed if you can make it through without collapsing.

If you are a teacher, you no doubt know that if you go overtime, you will alienate your audience almost immediately.

In a corporate environment, colleagues are more likely to be forgiving of mistakes than employers, but in most circumstances an employer will not be familiar enough with the material to notice a mistake if you recover quickly.

The only time audience knowledge is useless is in a huge stadium venue, but those who speak in these environments probably do not suffer from nervousness.

The more you know about who you are talking to, the less nervous you will be.

Prepare, Prepare, and Prepare

When you were younger, your mom and dad read to you so you would fall asleep, but you don't want to put your audience to sleep.

It is a rare prodigy who can enter a room and speak extemporaneously and with clarity and coherence. Experts recommend preparing at least an hour for each minute of speech time, and while that may seem daunting, it is not too far off.

For speeches of five to ten minutes, memorizing may be worthwhile. Go over it in your head more than a few times. Get to the point where you can affect a conversational tone.

Longer speeches will require notes, but while it may be tempting to write an entire speech out word-for-word and just read it, you should try to limit your notes to just main points and important facts.

Maintain Audience Contact

Whether the crowd is ten or ten thousand, each listener wants to feel they have somehow connected.

Survey the audience as you begin your speech and pick three people that seem to be the most interested. Make continuous eye contact with them, and watch them to make sure the speech is working.

If eye contact is intimidating, look at the tops of their heads. They won't know the difference.

Above all, do not make the mistake of staring at the back of the room. Audience members will feel disconnected and wonder what it is you're looking at.

Murphy's Law of Technology

PowerPoint was once an innovative program, and it still has a use, but most audiences will not be impressed.

If you are going to use technology, make sure it actually adds something. Speakers who write out their entire presentations on PowerPoint and read them word for word are abusing the medium. As with notes, write out only main points.

When preparing a presentation, assume your technology will fail you and have a backup plan to go on without it.

Avoid common problems by going to the venue early or by sending a representative. Most audio-visual technicians want to be helpful, but they can do a lot more before a presentation than when it is time for it to begin.

A good guideline is to arrive an hour early, and the earlier you arrive the more problems you can solve.

Voice: Speed and Volume

Research shows that most people speak at a rate of 135 to 150 words per minute and hear and process about 400 words per minute.

While it may be tempting to speak fast and get the presentation over with, most audiences do not listen that actively. When in doubt, slow down.

A good rule of thumb is to speak about half as fast as you are thinking. Jack Nicholson has made an entire career out of speaking slowly, so it can't be all that bad an idea.

Volume will depend on the venue, but a good rule to follow is to speak as if the guy in the back row is trying to hear you. It may sound like you are shouting, but it will not sound that way to your audience.

Microphones are a tool not a crutch. If you are mumbling, the microphone will not transform your oratory into something worthy of Martin Luther King. It will merely amplify your mumbles and frustrate your audience.

When It's Over

Although it may seem like your speech will last forever, it will be over before you know it.

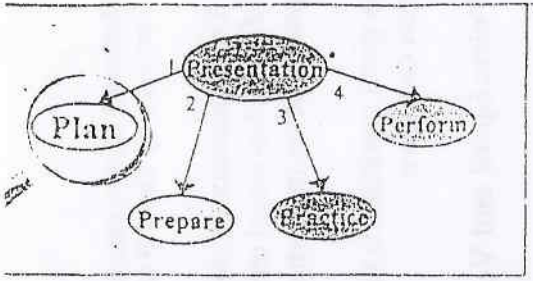
When you are done, do not fish for compliments from the audience. Ironically, the more people who compliment you, who are not your spouse or parent, the worse you probably did.

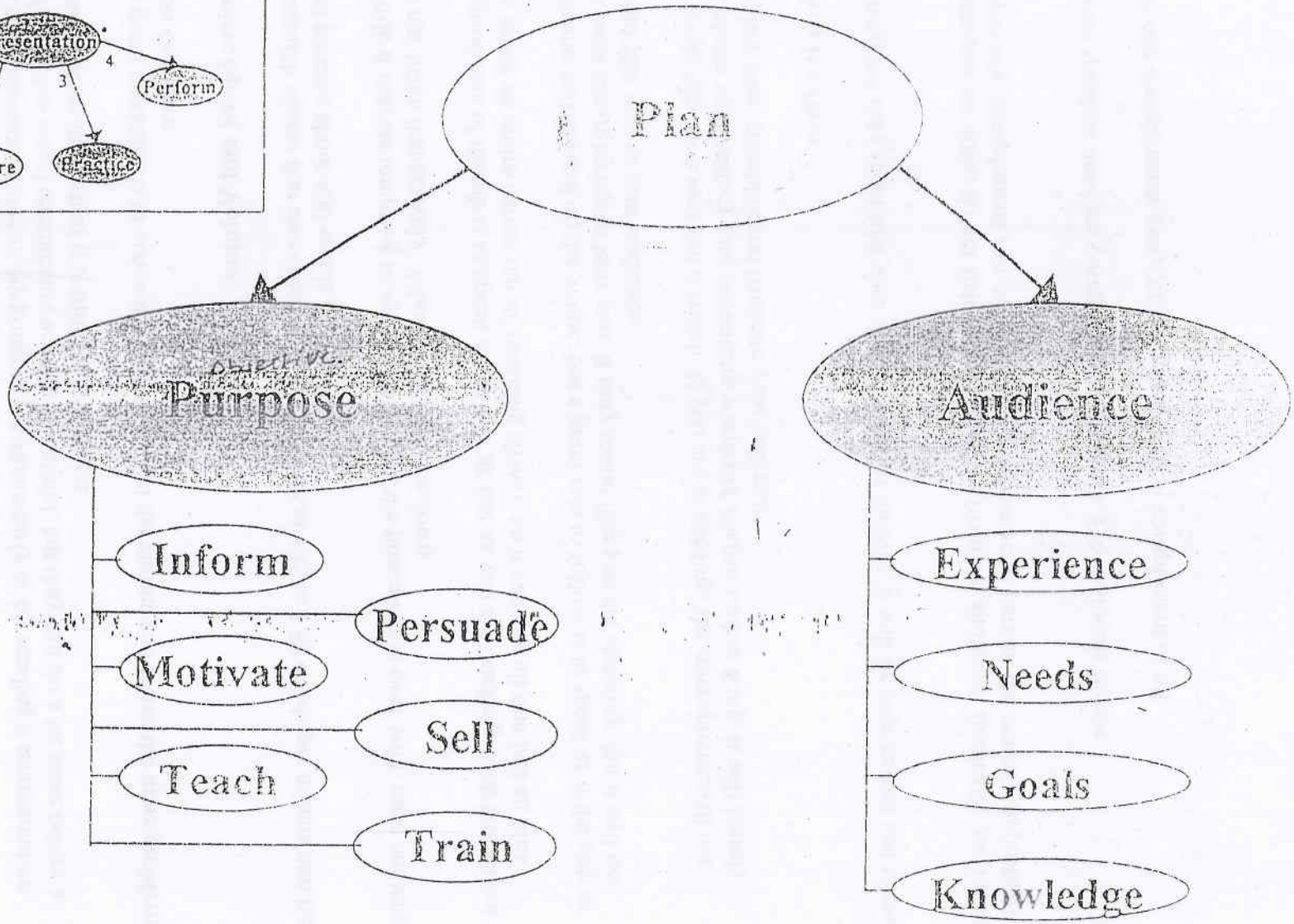
Novice speakers need encouragement to try again. Professionals do not.

If no one compliments you, consider that the best compliment of all.

Presentation Skills

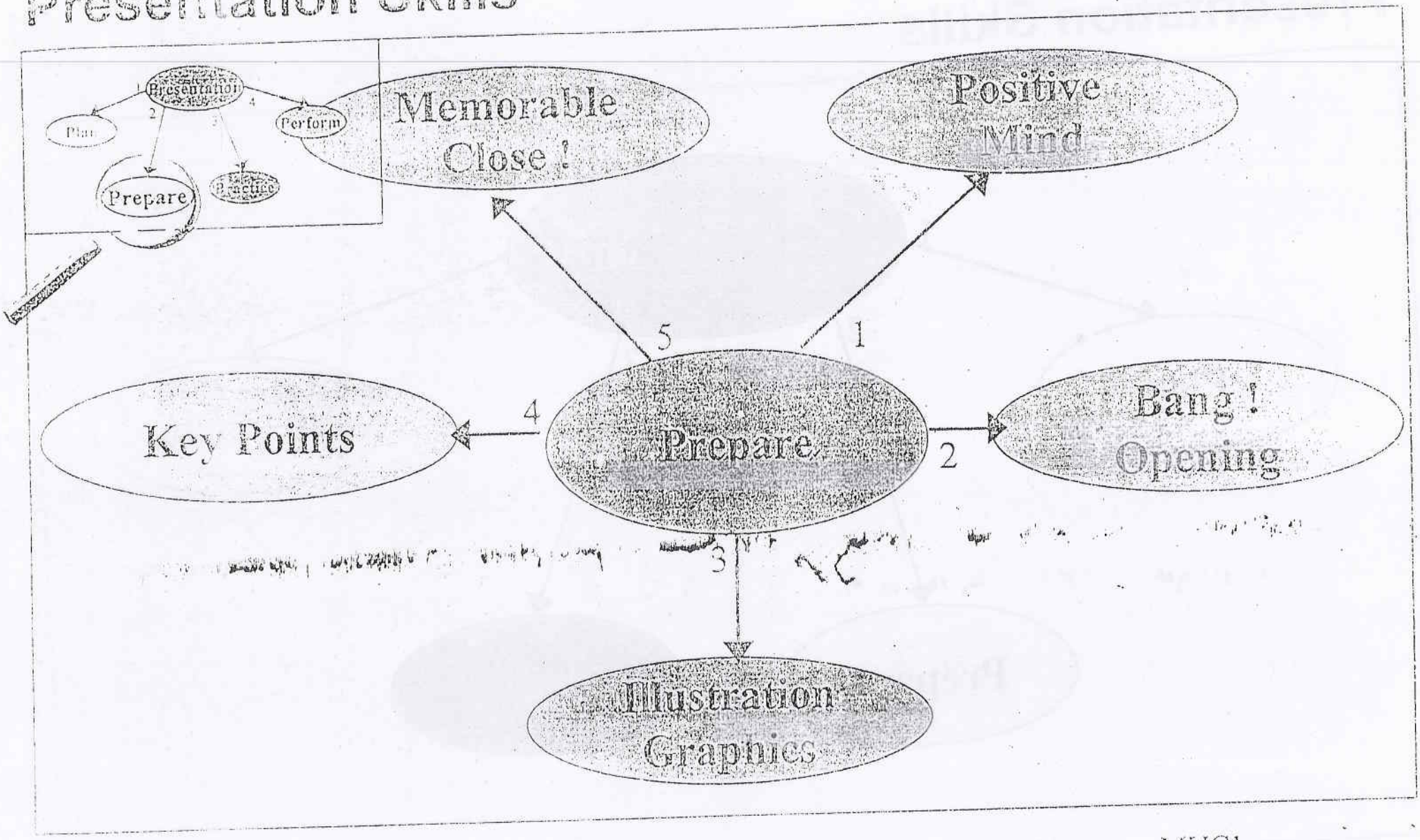
Comm. cycle





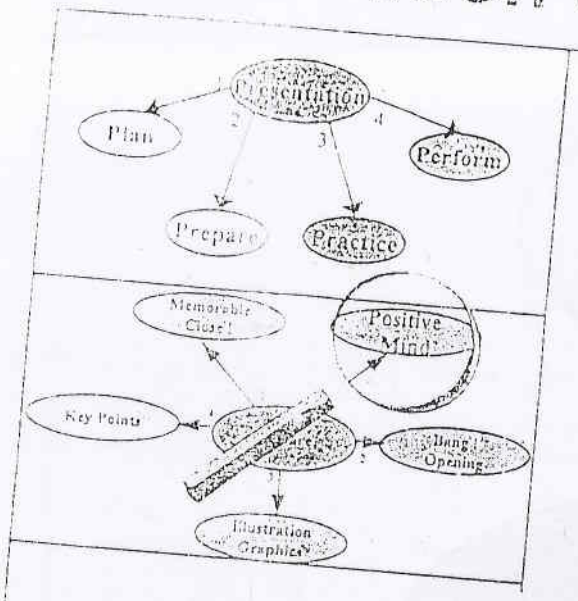
Presentation Styles

Presentation Skills



MVCI

Presentation Skills



Peptalk Yourself

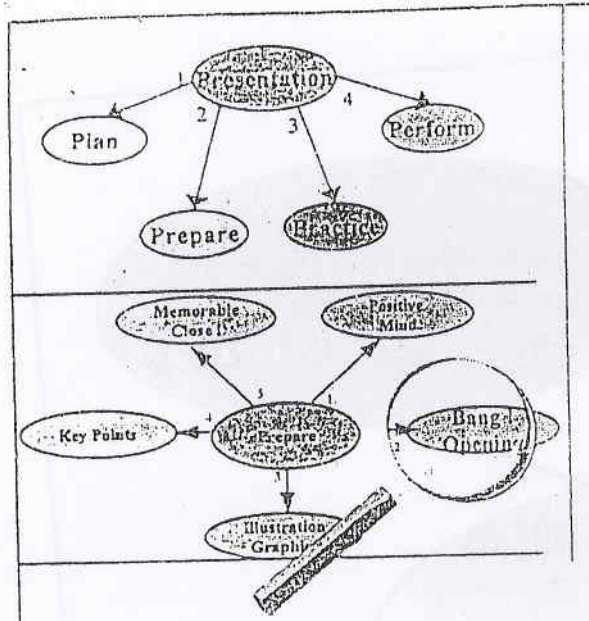
Value Presentation

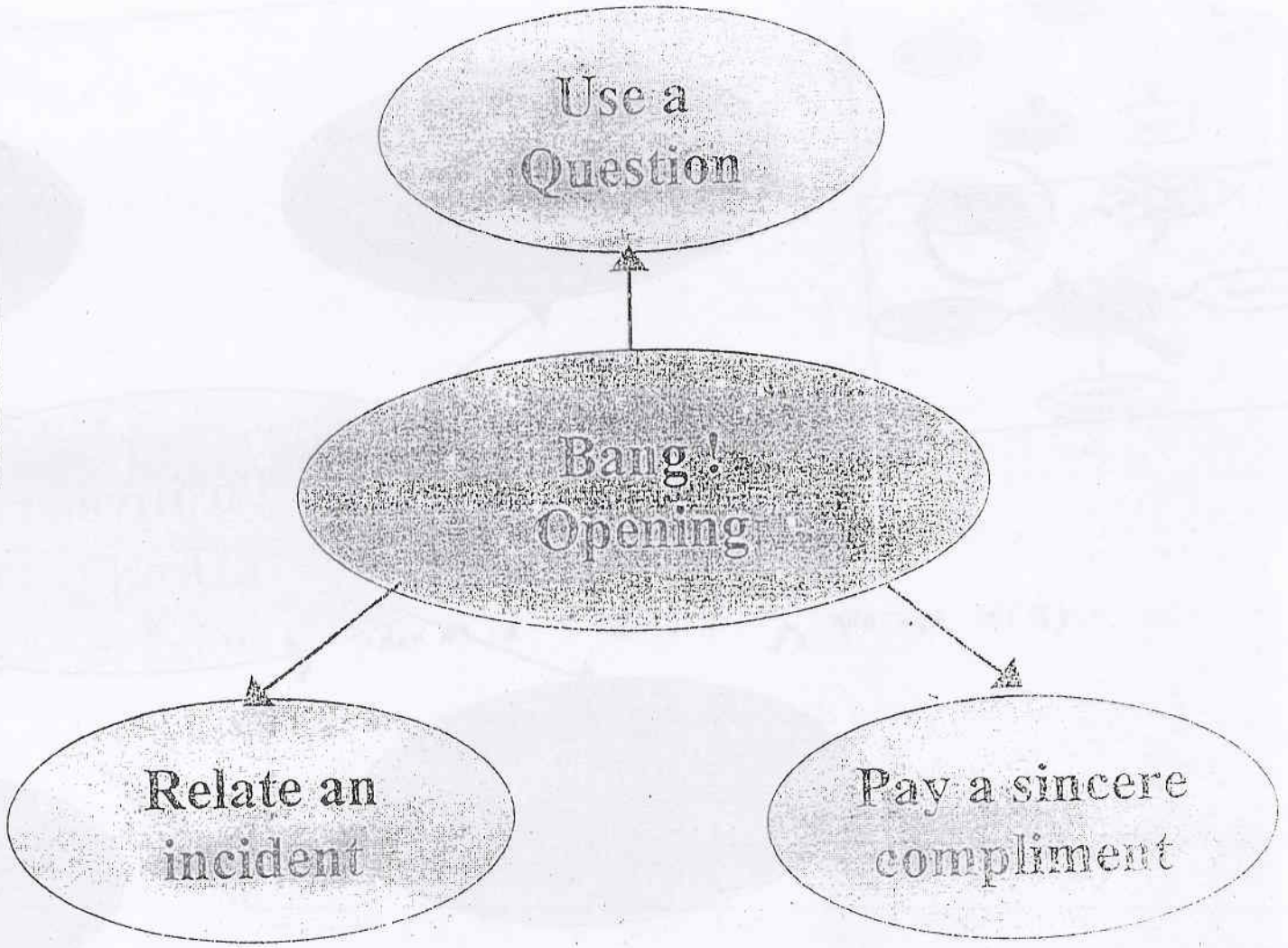
Positive Mind

Visualise Positive Response

Visualise Success

Presentation Skills





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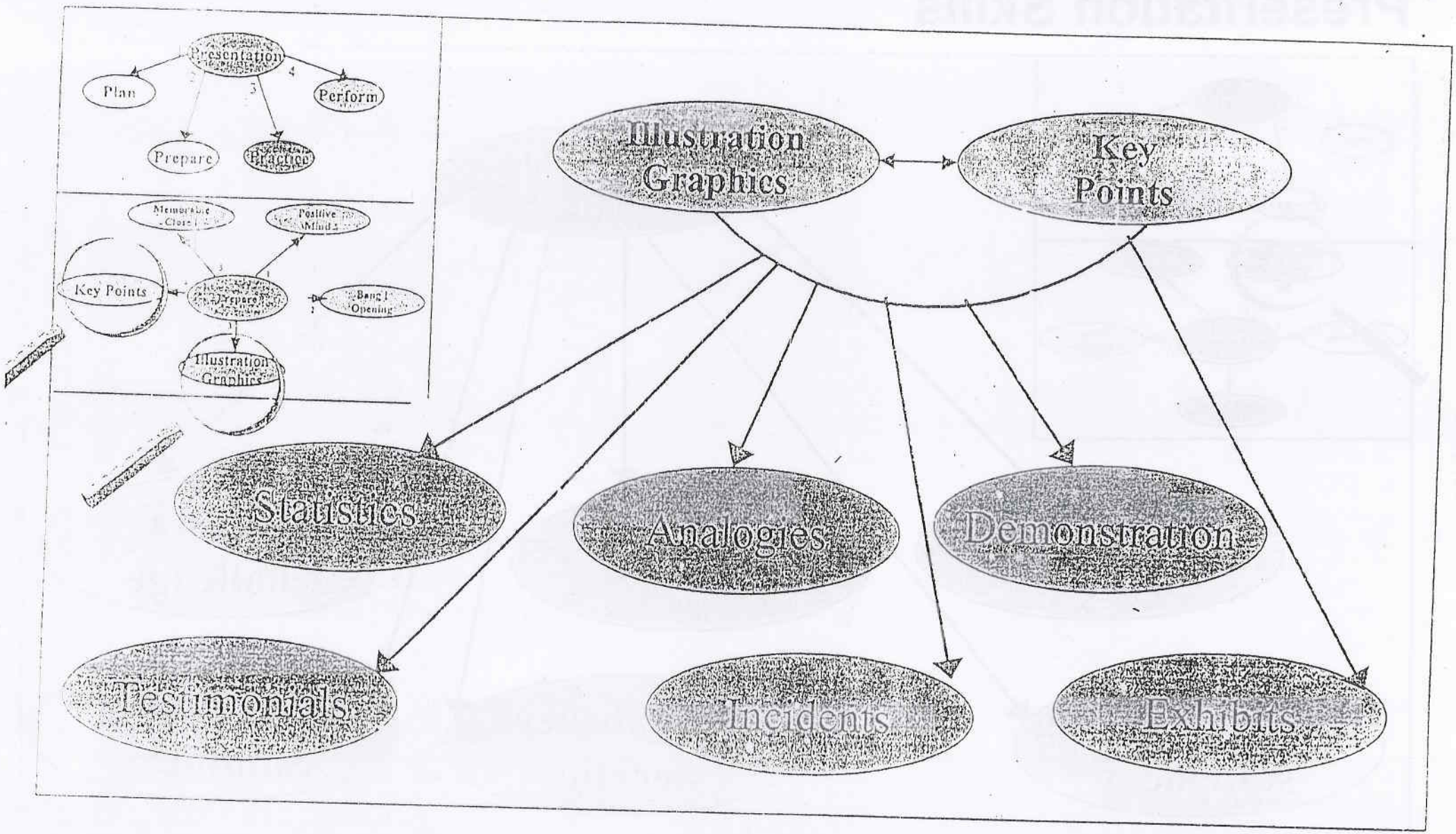

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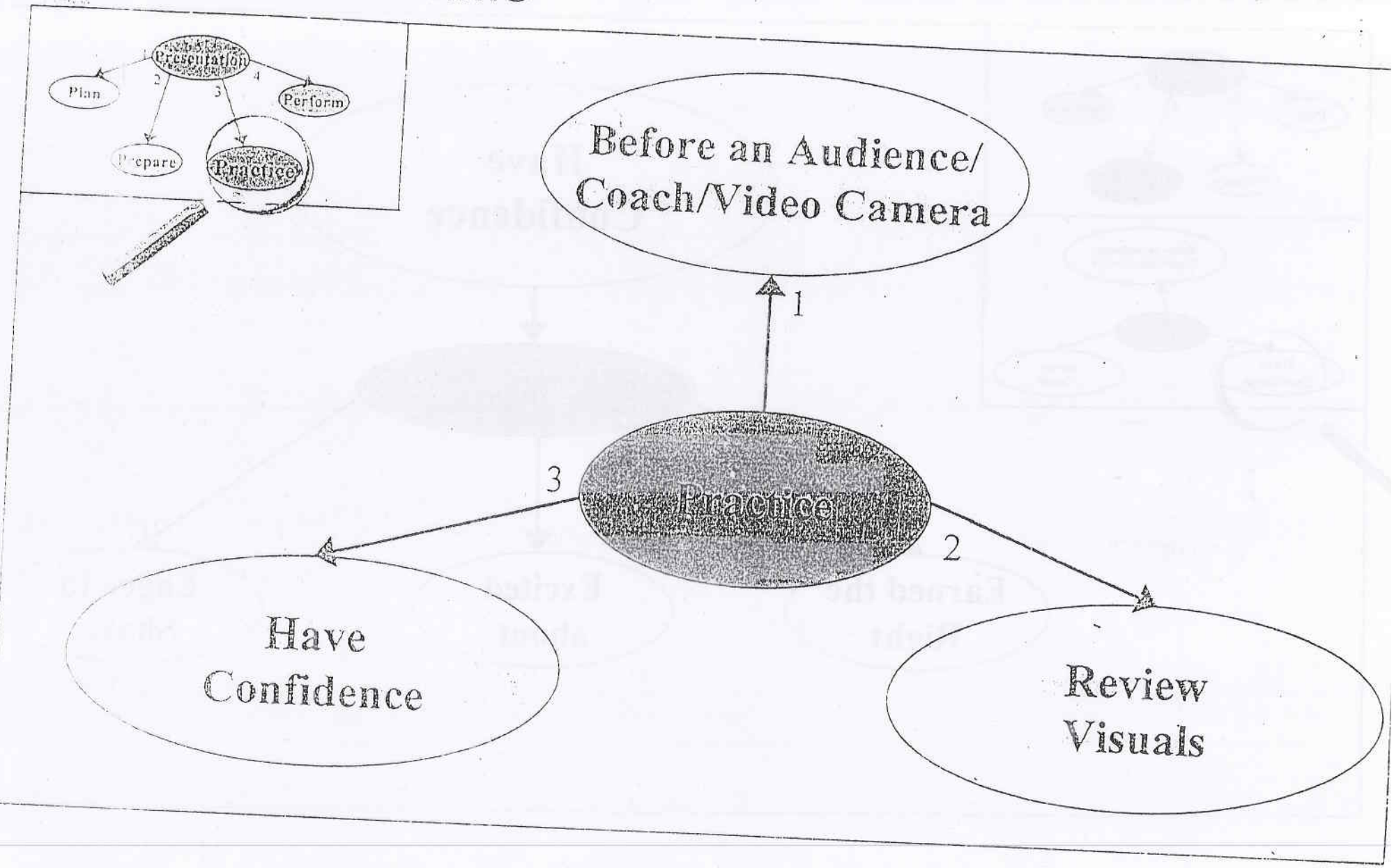

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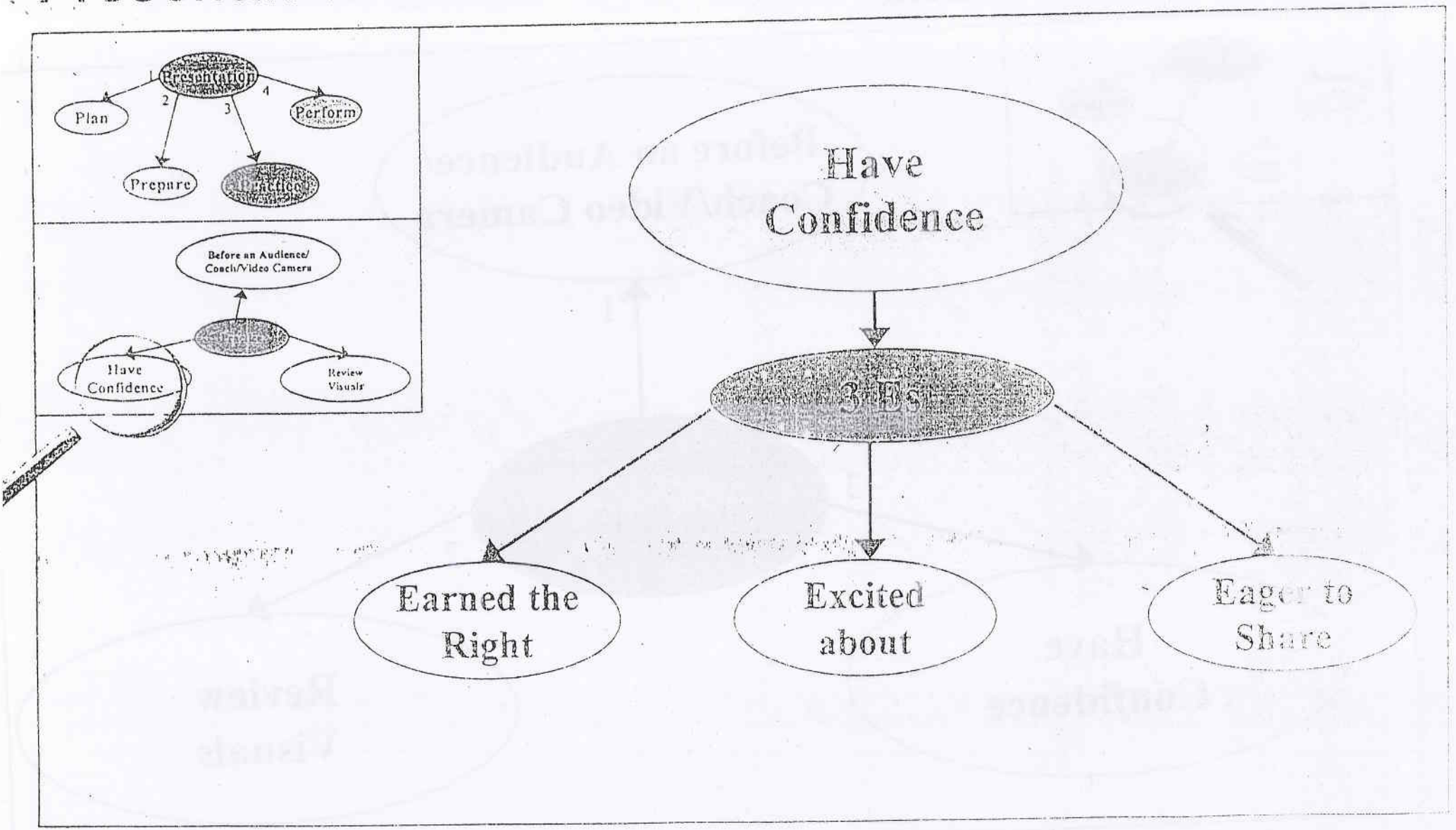

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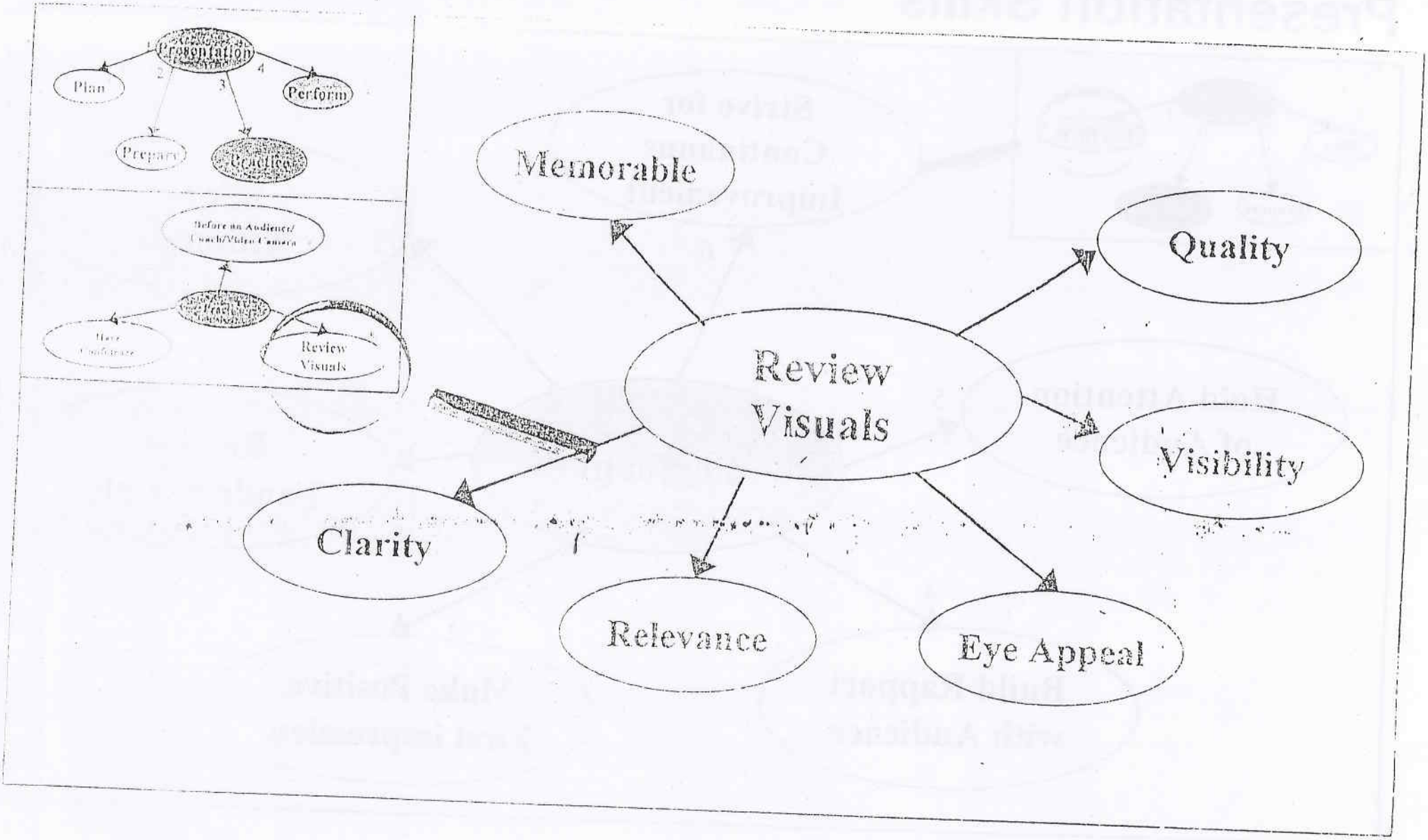

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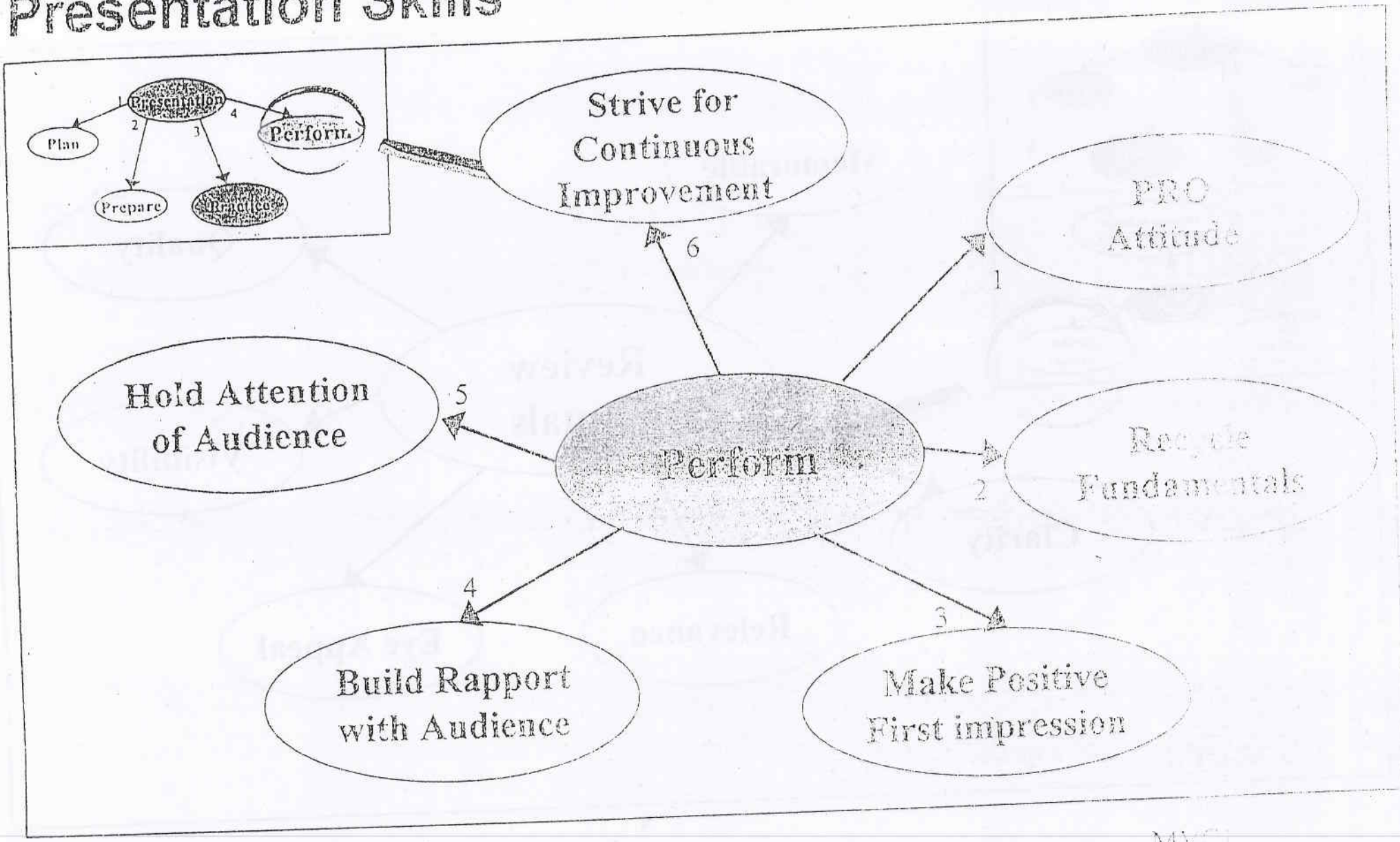


(ac) Person Space: Space from 0.5m to 1.5 m. Friends and family members are allowed in this space.

(ad) Intimate Space: Less than 0.5 m is a person's intimate space. Spouse, children, siblings and very close friends are allowed here.

All these spaces are measured in front of person, not on the sides. Depending upon what distance another person keeps from you, you can gauge his feelings towards you. But even these distances have no universality. While Americans more or less follow this code, Arabs and Latins have much compressed scale. They prefer closeness and touch during communication.

(c) *Time:* What time of the day and how much time are you allowed can convey a lot of things. Even the relative time of reaching at a venue can be significant indicator.

(d) ***Body Language:*** Face expressions and body postures communicate a lot of inner feeling of a person. Like an attentive and interested person would be sitting upright and bending forward. Face would be animated. Similarly, head position/movement, shoulder positions, eye movements, limb movement etc convey a lot of messages.

(i) ***Eyes:*** Eyes are another powerful medium of communication. Inner feelings are often involuntarily reflected in the eyes of person. Fixed gaze, Repeated glances or lit up eyes convey deep interest. Wondering or half shut eyes convey disinterest.

(ii) ***Gestures:*** Gestures are short movement or positioning of body parts. They are either used in conjunction with oral messages to supplement them or in stand alone mode where oral messages are hard to transmit due to noise or distance or other reasons.

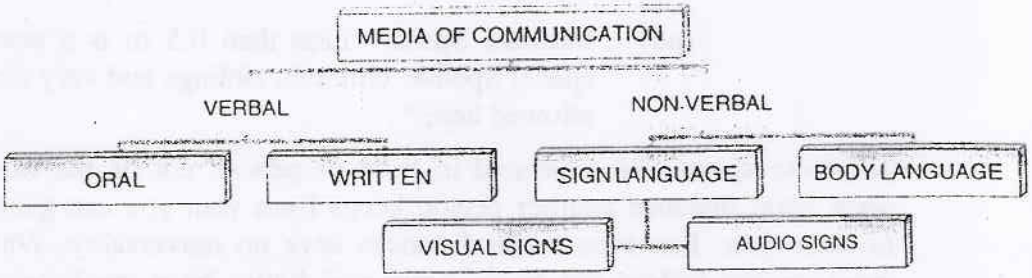
(iii) ***Movement:*** Movement of a person or body parts communicates to the observer his mental status. Shaking of legs indicates uneasy eagerness. Head movement can indicate approval or disapproval. Again, the movement can be used in stand alone mode or to supplement the oral message.

(iv) ***Posture:*** Posture is body positioning which also communicates acceptance, interest, etc. An upright or forward inclined sitting posture indicates interest in the matter. A tilted head denotes concentration in the subject.

(e) *Para Language:* Para language involves use of non verbal sounds, like sighing, thumping of desk, voice modulation, etc.

(f) *Intonation:* The meaning or impact of words can be altered significantly by changing the intonation of one's voice. Think of how many ways you can say "no". You can depict, irritation, amusement, anger, among other emotions.

FORMS OF COMMUNICATION (short notes)



Types of Communication

(a) Formal and informal communication

(b) Intra personal and Interpersonal communication

(c) One Way and Two Way communication

(i) **One Way Communication:** Sender keeps sending message without getting any response or feed back. Like, News Reader, Presentation, Speeches, etc.

(ii) **Two Way Communication:** All parties in communication keep exchanging the role or sender and receiver alternatively. Like dialogue between friends, debate, question answer session at the end of speech, etc

Intra personal communication is communication with the Self like debating with oneself over ideas proposals and thinking, etc

NON VERBAL COMMUNICATION

Non verbal communication is one where words are not used. It could be in the form of:

(a) ***Touch:*** Touch can convey the feelings or augment the verbal communication.

(b) ***Proximics:*** Use of space to communicate. Space can be

(i) **Private Space:** Like amount of office space allotted to a person communicates his hierarchical status

(ii) **Personal Space:** Personal space can be further subdivided as:

(aa) Public Space: Space beyond 4 m of a person. This is the space allowed to Strangers, unconcerned General Public, etc.

(ab) Private Space: Space from 1.5 m to 4 m. This is space for Casual Acquaintances, Visitors, etc

(g) ***Appearance:*** Builds an image of the sender that affect the receivers' attitude and perception towards the verbal messages even before they read or hear them. Physical appearance conveys impressions regarding occupation, age, nationality, social and economic status, job status, etc. Similarly appearance of written messages may impress the receiver as important, routine or junk mail. Appearance of the surroundings has an effect on persons involved in the communication process.

(h) ***Objects:*** Similarly, we use "things" to communicate. Decorations at home or ornaments worn on body are ways to communicate through things.

Skilful communicators understand the importance of nonverbal communication. While on one hand they use it to increase their effectiveness, on the other hand they use it to understand real intent of other person. But a word of warning. Beware in cross cultural settings because Nonverbal cues can differ dramatically from culture to culture. An American's hand gesture meaning "OK" would be viewed as obscene in some South American countries.

WRITTEN COMMUNICATION

Five Golden Rules

(b) ***Minimum Keying-in:*** Like 24th August 2005 or 24th August 2005 are out. Plain 24 August 2005 is the rule now. 'th' is considered extra keying effort without any gains. Similarly, use of period or full stop "." is also being discarded at lot of places.

(c) ***No frills:*** The language should be plain and simple devoid of any ostentations and flowery usage. Except where purpose itself is to impress, language is to be used to express and not impress.

(d) ***Use of least words*** to convey thought clearly.

(e) ***Don't use all CAPS*** due to following reasons: -

(i) Use of all CAPS conceals Acronyms and abbreviation

(ii) Considered as shouting in internet communications

(iii) It is much difficult to read as people are not so habitual to read in all caps

(iv) Occasional emphasis on certain words by using CAPITAL letters is not possible.

(f) Minimise Underlining.

Rules for Using Words

(a) ***Use Them to Express:*** Never to impress. Prefer to use even less than most suitable word in favour of more commonly used word.

(b) ***Use Short Words:*** Eg. replace "accommodation" with words like house/flat/hotel which ever fits the context.

(c) ***Prefer Familiar Words*** over far-fetched words. like Burnish should be discarded in favour of shine or polish. Similarly, Garrulous should be replaced by word 'Talkative'

(d) ***Avoid Redundancy of Words:*** Like in 'Revert back', back is superfluous. Free gift -- gift is by definition "free". So free is redundant.

(e) ***Avoid repetition of word*** in quick succession. Instead, use its pronouns or equivalent words. Like, for dog, words like, canine, animal, pet, it, etc can be used rather than writing dog over and over in any text.

(f) Avoid slang/colloquial language.

(g) ***Avoid Ambiguity:*** Use of words which are ambiguous in the context should be avoided.

(h) ***Be consistent*** with words. Like, %, percent and per cent are all correct forms. But in any written form, stick to just one form consistently.

(i) ***Use of Abbreviations***, acronyms and jargons are allowed, but with a little care.

(j) ***Style and Usage*** (accepted style of writing certain words). Like Coca-Cola, 326 BC and AD 76 (referring to years, note AD always precedes the year whereas BC follows it). Also, when we use the word 'which' as conjunction, it means the following phrase carries more information about preceding reference. Instead, when the word 'that' is used as conjunction, it means that following phrase is defining the preceding reference word.

"Comparing with" means drawing differences between two.

"Comparing to" means drawing similarities.

Acronyms are selected letters from a series of words which are pronounced as single words. Like FICCI, Assocham, Radar, SARC, NATO, Unesco, etc.

Acronyms – (i) Upto 4 letters – All caps

(ii) Above – First letter capital and others small.

Abbreviations are first letter of a series of words but they don't form a word. Instead, each letter is pronounced separately. Like BBC, AIR, WHO, etc.

Abbreviations are always written in full CAPITALS.

Some acronyms have almost lost their identity as acronyms and have become part of English language due to their regular usages. Like Radar, Sonar, laser, modem, etc.

Jargons are allowed but with some safeguards.
Write full expanded form first time followed by its abbreviation/ in brackets. Thereafter, they can be used freely in remaining text.

Any peculiar pronunciation of any acronyms/jargon needs to be clearly explained at the first use. Like the management jargon BHAG – Big Hairy Audacious Goals. It is pronounced at B-Hag. Similarly, HIDESIGN can be pronounced as Hi-Design or Hide-Sign. Correct pronunciation is Hi-Design which should be spelt out during the first use.

Every message whether oral or written, begins with ***context*** – a broad field that includes country, culture, organization, and external and internal stimuli. External stimulus prompts to send a message whereas internal stimulus has a complex influence on how to translate ideas into a message.

PERCEPTION or Perceptual process

The perceptual process is a sequence of steps that begins with the environment and leads to our perception of a stimulus and an action in response to the stimulus.

P is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment

It is a mental process to get sensory impression and attributing meaning . it is the act and process of becoming aware. A perceiver has to understand the message of the information.
A message mst first enter the mind of the receiver , this stage in comm. I s called perception

A person perceives ppl events mssgs etc and ppl see things differently. Relevance to ones needs is the m ost imp determinant of ones personal view of the world.
Things tht seem to aid ones need are seen quicker than things that may appear as obstacles.

Prcptn is imp to Comm. Peoples understanding of facts and ideas is based on their perception. Whn a receiver receives a message is is heavily influenced by the personal characteristics of the receiver.
Characteristics like attitude motives past experiences interest confidence and levels of trust.

Expectations can also distort ones meaning of ones understanding.

No person sees things exactly the same way as another; each has a unique set of experiences, a unique perceptual "filter," through which he or she compares and interprets messages. Making up this filter is the unique blend of education, upbringing, and all of the life experiences of the perceiver. Even in the case of twins, the perceptual filter will vary from between them. When communicating, each receiver uses that filter to give meaning to or make sense out of the experience.

Herein lies the challenge in communication, particularly for managers who need to be understood in order to get things done: getting the receiver to comprehend the message in a way similar to what was intended. While the word "communication" implies that a common meaning is shared between sender and receiver, this is not always the case. Under optimum circumstances, the meaning attributed to the message by the receiver will be close to what was intended by the sender. In most situations, however, the meaning is only an approximation, and may even be contrary to what was intended. The challenge of communication lies in limiting this divergence of meanings between sender and receiver.

While the wide range of potential experiences make communicating with someone from within the same culture a challenge, across cultures the possibilities are even wider and the challenge even greater. What one sign means in one culture might be taken in an

entirely different way in another. The friendly Tunisian businessman who holds another man's hand as they walk down the street may be misunderstood in the North American culture, for example. Similarly, an intended signal may mean nothing to someone from another culture, while an unintended one may trigger an unexpected response.

Understanding the dynamics that underlie perception is crucial to effective and successful communication. Because people make sense out of present messages based on past experiences, if those past experiences differ, the interpretations assigned may differ slightly or even radically depending on the situation. In business communication, differences in education, roles in the organization, age, or gender may lead to radical differences in the meaning attributed to a sign.

How to chair a meeting (20 marks Or short notes)

Why do meetings fail? Well, there may be reasons such as lack of time, a badly designed agenda or an unsatisfactory venue. However, if the chairman is doing his (or her) job, it should be possible to overcome these difficulties.

Chairing a meeting means ensuring that a meeting achieves its aims. The meeting should have been called for a specific purpose and all discussion at the meeting must be steered to this end. This may sound simple in theory but in practice it is a very demanding task. The skills required include:

Impartiality

A chairman is like a judge in a court. He should ensure that all participants have an opportunity to express their point of view. It can be difficult to leave your own opinions at home, but if you can't remain impartial, you shouldn't have taken the job.

Assertiveness

Ensuring that everyone gets a hearing will almost certainly involve stopping someone from dominating the proceedings. The more contentious the issue the more likely you are to to require firmness. You don't need to be rude or dogmatic. Phrases such as "I think we should hear from Ms. Smith on this" or "can we have some comments from the engineering department on this" should be sufficient in most cases. Once you provide this opening, however, you need to ensure that there are no interruptions while the next speaker has their say.

Staying on course

How often have you seen an agenda left totally aside? The meeting starts off well but becomes embroiled in a particular topic (perhaps the first item on the agenda) and ends when time runs out. A Chairman must assess the importance of each item on the agenda. and allot time to each topic as required. If one issue begins to dominate the chairman must take control. You might suggest a further meeting to discuss the issue at a later date, or that the main parties concerned could continue the discussion at the end of the meeting. Sometimes it will be necessary to call for a decision and then move on to the next topic. You need to stay alert and make sure that the issue has been given an adequate and impartial hearing within the allotted time.

Summarizing

Summarizing can be used to end a topic, to end a discussion, to limit the need for discussion and at the end of a meeting to ensure that everyone has a clear overview of what took place or what action is now required. It is an invaluable skill for a chairman. Summarizing requires active listening. You have to state concisely what was said in an

impartial way and end with a clear statement about what is expected to happen next. It takes practice to summarize well, but it is a skill well worth developing.

Many people feel that being a chairman means opening the meeting and stopping rows. There is much more to it than that. Prior to the meeting, a chairman should consult with the secretary regarding the agenda, ensure that all interested parties have been notified, assess the level of interest and the potential for divisiveness for each item, and allot time to each item, based on decisions required and number of people attending.

During the meeting, the chairman must focus on the decisions required of the meeting, ensure that all participants are accorded adequate time, decide when to end debate on each topic, use appropriate questions to elucidate information or re-direct discussion, listen carefully to all contributions, and clearly summarize proceedings with an emphasis on decisions taken and future plans.

The above are all key ingredients for a fruitful meeting. A tactful but assertive chairman will facilitate an effective meeting, and that's what everyone wants.

Report writing (Short note)

What is a report?

A report is a structured written presentation directed to interested readers in response to some specific purpose, aim or request. There are many varieties of reports, but generally their function is to give an account of something, to answer a question, or to offer a solution to a problem.

Characteristics of an effective report

An effective report is:

- appropriate to its purpose and audience;
- accurate;
- logical;
- clear and concise; and
- well organised with clear section headings.

Report structure

One important advantage that a report has over other written communication is that it follows a standardised format. This enables readers to find and focus on specific pieces of information. Most reports are modelled on the following structure (modified where necessary).

1. Transmittal document
2. Title page
3. Table of contents
4. Abstract/Executive Summary
5. Introduction
6. Discussion
7. Conclusions
8. Recommendations
9. Bibliography

Procedure for report writing

The following is a suggestion as to how you might proceed in compiling and presenting a report. There are three stages:

- Planning
- Writing
- Formatting, revising and proof-reading

Stage One: Planning

1. Defining the purpose	- read the brief carefully - identify key words - make sure you know what's really being asked
2. Defining the audience	- determine your audience's level of understanding - determine what your audience needs to know
3. Establishing parameters	- determine the scope and level of detail required - determine the length of the report and what can be covered in that length
4. Gathering information	- make sure the information you gather is relevant, contemporary and factually correct - make sure that you transcribe facts and figures correctly

Stage Two: Writing

Write the report in three stages:

- Write the body
- Write the abstract/executive summary
- Write the supplementary material

1. Writing the body

There are four components of the body of the report: the introduction, the discussion, the conclusion and the recommendations.

Introduction

The introduction leads into the main subject matter by giving the necessary background of the report, its aims, premises, scope, limitations, approach intended audience, possible benefits and any instructions that may be useful for the reader. If specialist terms are used in the report, define them clearly.

It puts the discussion in perspective, explains why the report is necessary and gives background information on the subject matter.

Discussion

The discussion is the main body of the report. Use headings and sub-headings. It describes, analyses, interprets and evaluates the procedures, data, findings, relationships, visual material, methodology and results in the report. This material should be presented in an order that leads logically towards the conclusions and recommendations.

In writing the discussion section of the body, you should:

- pitch at appropriate level
- organise material logically
- use clear, concise language
- give concrete examples

Conclusion

Conclusions are drawn from evidence, analysis, interpretation and evaluation presented in the discussion. No new material should be introduced; the conclusions should follow logically from the Discussion. The Conclusions section should give:

- Conclusions
- Key points
- Main findings

Recommendation

The Recommendation section (when used - not all reports give recommendations) should present your informed opinions, suggestions, possible actions to be taken, applications and recommendations arising from a rational consideration of the discussion and conclusions.

- Be definite
- Be perceptive
- Be imaginative
- Be rational

2. Abstract/executive summary

Once the body of the report is written, write the abstract. The abstract (also known as the Executive Summary) is a concise summary presentation of the essential elements of the report, from the introduction through to and including the recommendations. It should be independent (can be read on its own), comprehensive (covers all the main points), clear and concise. As a general rule it should be short, only 10-15% of the length of the report, and should be written in full sentences and paragraphs. It should include a summary of the following:

- Purpose
- Scope
- Achievements
- Main points
- Conclusions
- Recommendations

3. Writing the supplementary material

Transmittal document

The transmittal document is not part of the report, but accompanies the report. In letter, memo, or minute form, it personalises the report for a specific reader and calls attention to those items or sections in the report which are of particular interest to that person.

Title page

Identifies the report with the following information:

- Title
- Author's name, position and qualifications
- Authority for report
- Place of origin
- Date

Table of contents

The table of contents shows the section titles and major headings listed in order of appearance and indicates page locations. Standard page numbering begins with the Introduction. The Abstract or Executive Summary is usually numbered with lower case Roman numerals (i, ii, iii, iv, etc.)

Bibliography

The bibliography lists all publications either cited or referred to in preparing the report. Use the Referencing System recommended by your School.

Stage Three: Formatting, revising and proof-reading

Apply the following "report checklist"

1. Have I fulfilled the purpose of the report?
2. Is it written at a level appropriate to its audience?
3. Are its facts correct?
4. Is it comprehensive?
5. Is all the included information relevant?
6. Are the layout and presentation well thought out?
7. Is the style clear, concise and professional?
8. Does the abstract summarise?
9. Does the introduction adequately introduce the discussion?
10. Is the discussion organised logically?
11. Does the conclusions section interpret, analyse and and evaluate?
12. Are the recommendations reasonable?

13. Does the table of contents correspond with the actual contents? Are page numbers correct?
14. Have I acknowledged all sources of information through correct referencing?
15. Have I checked spelling, grammar and punctuation?
16. Have I carefully proof-read the final draft