



ଓଡ଼ିଶା ରାଜ୍ୟ ମୁକ୍ତ ବିଶ୍ୱବିଦ୍ୟାଳୟ, ସମ୍ବଲପୁର, ଓଡ଼ିଶା
Odisha State Open University, Sambalpur, Odisha
Established by an Act of Government of Odisha.

DIPLOMA IN MANAGEMENT (DIM)

DIM -08

Business Communication and Soft Skill

Block

1

Essentials of Business Communication

Unit – 1

Introduction to Business Communication

Unit – 2

Business Communication Process

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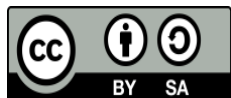
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Printers by : Sri Mandir Publication, Sahid Nagar, Bhubaneswar



Unit – 1

Introduction to Business Communication

Learning Objectives

After completion of the unit, you should be able to:

- Explain the meaning, concept and definition of business communication.
- Describe scope and importance of business communication.
- Know the various dimensions of business communication.

Structure

- 1.1 Introduction
- 1.2 Definitions
- 1.3 Scope and Importance of Business Communication
- 1.4 Dimensions of Business Communication
- 1.5 Business Communication Skills for effective business management
- 1.6 Let's Sum-up
- 1.7 Key Terms
- 1.8 Self-Assessment Questions
- 1.9 Further Readings
- 1.10 Model Questions

1.1 Introduction

Business Communication is the nervous system of a business. Business cannot happen in the dearth of communication. According to well-known professors William Pride, Robert Hughes, and Jack Kapoor, business is 'the organized effort of individuals to produce and sell, for a profit, the goods and services that satisfy society's needs.' A business, then, is an **organization** which seeks to make a **profit** through **individuals working** toward **common goals**. The goals of the business will vary based on the type of business and the business strategy being used. Regardless of the preferred strategy, businesses must provide a **service, product, or good** that meets a **need of society** in some way. Now to run a business, business communication becomes inevitable. Through communication, **organizational goals** are **disseminated** to the individuals working in the organization; **management decisions** are **informed** to the workers; **customers** are **made aware** of the service, product, or goods sold by the organisation. Therefore business communication acts as an **information-flow and controlling system** for an organization.



The success of a business depends on the efficacy of business communication, because in business communication, transaction occurs between two or more parties to exchange business related information. These parties can be the management, the government, the workers, the managers, the customers, the shareholders and so on.

Business communication takes place in various contexts-whether making a business presentation, conducting a meeting, mediating a dispute, writing up a mail, or negotiating a business deal. For example, a company like Amway uses presentation as the mode of information among a close-knit group of customers. Most of the FMCG (fast moving consumer goods) companies resort to TV advertising to make consumers aware of their products. To communicate a managerial decision, a manager may use an office order mail. An entrepreneur may send in a proposal to the government to get approval for a start-up. All of these are formats of business communication.

Business Communication is both a necessary and a challenging aspect of business life. A business may be the most innovative and efficient enterprise in its area but in order to sustain and survive, it must be able to communicate the value of its products and services to existing and potential customers. At the same time, the business should also be able to integrate all its internal stakeholders through its vision and mission so that the desired objectives may be achieved. It is appropriate to quote Mr. Kumar Mangalam Birla, Chairperson, Aditya Birla Group, “It is a reality that is either ignored by a large number of managers or if accepted, it is given a low priority in the event of things. My interactions with thousand of professionals both men and women over a period of time has led me to believe that communication plays a key role in the success of any human endeavor, whether it is personal or professional. Failure of any human effort is not so much a matter of lack of efficiency or competence than a matter of poor communication. This is more true in business than in any other human activity...”

Thus, effective business communication skills are the prerequisites to business success because individuals involved in business increasingly face an information overload and shorter time spans within which they are required to organize their ideas and communicate them clearly and concisely. Business communication skills can act as the magic wand that can help managers render their services with utmost sincerity and efficiency.

The changes that have taken place in the business world reflect several developments in the way business communication skills are viewed. In fact, there has been a shift in perspective, so that business communication skills take priority over core professional skills. It is also true that professional knowledge is as important as communications skills but knowledge of highly sophisticated technical or professional courses will be useless if managers do not know how to communicate



with others about the information and insights which result from the use and application of these technical and professional skills.

1.2 Definitions

Communication is the lifeblood of an organization. People in organizations typically spend over 75% of their office time in an interpersonal situation. As poor communication is at the root of a large number of organizational problems, organizations with effective communication dramatically outpace others. Thus, effective communication is an essential component of organizational effectiveness and thereby one of the top drivers of organizational success.

Communication means sharing or exchange of thoughts or ideas. **Oxford Dictionary** defines communication as, “the transfer or conveying of meaning”.

Communication is transfer of information from one person to another, whether or not it elicits confidence. But the information transferred must be understandable to the receiver –**G.G. Brown**

Communication is the intercourse by words, letters or messages- **Fred G. Meyer**

According to **Brennan**, Business communication is the expression, channeling, receiving and interchanging of ideas in commerce and industry.

Communication is the art of being understood- **Peter Ustinov**

Most of the scholars use a working definition of communication that is “Communication is a process of sharing or exchange of ideas, information, knowledge, attitude or feeling among two or more persons through certain signs and symbols or language- as you may call it”.

Business Dictionary defines communication as a “two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information but also create and share meaning.” It defines business communication as, “The sharing of information between people within an enterprise that is performed for the commercial benefit of the organization. In addition, **business communication** can also refer to how a **company** shares information to promote its product or services to potential consumers.”

Business communication can be defined as sharing of information between people within and outside the organization that is performed for the commercial benefit of the organization. It can also be defined as relaying of information within a **business** by its people. (**Wikipedia**)



1.3 Scope and Importance of Business Communication

Business communication is a process where business related information, message, news, etc. are exchanged among buyers, sellers, producers, suppliers, competitors, government agencies etc. Business communication is essential to perform management functions and to ensure organizational success.

1.3.1. Scope of business communication

Scope of business communication means the normal functioning area of this subject. Since communication is essential in every sphere of human life, its scope is wide and pervasive. From cradle to grave, human beings are somehow engaged in communication. No one can pass even a day without communication. Similarly, an organisation cannot function without business communication. The following is the scope of business communication:

1. **Communication in business activities:** In this post-modern age, we cannot think of business without communication. Communication is the lifeblood of business as it provides necessary information in formulating business plans and policies. It also ensures effective performance of business activities like production, distribution, finance, warehousing etc. Thus, ultimate success of the business depends on **successful communication**.
2. **Communication in management:** Management is the means of achieving organizational goals. Efficiency and effectiveness of management depend on effective communication with the various internal and external parties. Every function of management depends on communication. In fact, without information plans cannot be formulated, activities cannot be organized, directives cannot be issued and control cannot be ensured.
3. **Communication in industrial relations:** Industrial relation means a labor management relationship in the industry or in an organization. Congenial industrial relation is a precondition for **business success**. On the other hand, free and fair communication is a pre-requisite for creating good industrial relation. Free flow of information lessens doubt, confusion and controversies between workers and management. As a result, harmonious relationship develops in the organization.
4. **Communication in Decision Making:** Managers have to take decisions on various issues daily. Proper information is vital to make perfect decision and **Communication** plays pivotal role here by supplying relevant information.
5. **Communication in international relations:** This is the age of globalization and due to tremendous development in communication; the entire world is viewed as a single village (global village). Changes are taking place all over the world and in order to cope with the latest developments of the world



every organization is expected to communicate with different quarters very rapidly. The diplomatic, economic and trade relations between and among nations in the international arena are based on effective and efficient **Business Communication**.

6. **Communication in Publicity:** In this world of information, every organization is keen to advertise itself through some distinctive ways. By Communicating with concerned parties an organization does publicity also.
7. **Communication in cross-cultural environment:** Business environment has widened its perspectives. And now people of various cultures are working in an organisation giving scope for people to work and communicate in a cross-cultural environment.
8. **Communication in media:** Business is closely connected to the media. Media is used to inform people about the business, the product or the services offered. This is done through newspaper, TV, radio, or social media. Thus, business communication has scope in this sector while dealing in advertising, media planning and marketing.

1.3.2. Business Communication

Business Communication is very important for any organisation. The following points highlight the importance of communication:

1. **Exchanging information:** Communication is mainly the exchange of information between two or more parties. Through communication, organizations exchange information with internal and external parties. Communication also brings dynamism in organizational activities and helps in attaining goals.
2. **Preparing plans and policies:** Communication helps in preparing organizational plans and policies. Realistic plans and policies require adequate and relevant information. The managers collect required information from reliable sources through communication.
3. **Execution of plans and policies:** For timely implementation of plans and policies, managers must disseminate those in the whole organization. In order to disseminate the plans and policies to the internal and external parties, managers rely on communication.
4. **Increasing employee's efficiency:** Communication also helps in increasing the efficiency of employees. With the help of communication, organizational objectives, plans, policies, rules, directives and other complex matters explain to the employees that broaden their knowledge and thus help them to be efficient.



5. **Achieving goals:** Effective communication helps the employees at all levels to be conscious and attentive. It ensures timely accomplishment of jobs and easy achievement of goals.
6. **Solving problems:** Through various communication channels, the managers can be informed of various routine and non-time problems of the organization and accordingly they take the necessary actions of steps to solve the problems.
7. **Making decisions:** Making timely decisions requires updated information. Through effective communication, managers can collect information from different corners and can make the right decisions.
8. **Improving industrial relation:** Industrial relation is the relation between workers and management in the workplace. Good industrial relation is always desired for business success. Communication plays a vital role in creating and maintaining good industrial relation.
9. **Publicity of goods and services:** In the modern age, business is becoming highly competitive. Almost very competing manufacturer produces products of common consumption. However, all of them cannot sell equally well. The organization that can communicate better, can also sell better.
10. **Removing controversies:** Effective communication allows smooth flow of information among various parties involved in the negotiation or transaction. As a result, conflicts, controversies and disagreements can be resolved easily.
11. **Enhancing employee satisfaction:** If there is free and fair flow of information in the organization, it will certainly bring mutual understanding between management and workers. Such understanding enhances the satisfaction of employees.
12. **Enhancing loyalty:** Effective communication helps the managers to be aware of the performance of their subordinates. In such a situation, the subordinates try to show their good performance. Later on, if management praises their performance, it will enhance employees' loyalty.

Thus, business communication serves as the link between all the departments and functions of the organisation. Communication has many dimensions. These dimensions make communication in an organisation effective and efficient.

1.4 Types / Dimensions of Business Communication

There are various dimensions of communication. It can be based on use of language- **1. Verbal and non-verbal; 2.Oral or written** based on mode of expression; **3.Formal and informal** based on relationship; **4.Upward, downward, horizontal or diagonal** based on organisational structure; and **5.Interpersonal, group or mass** based on number of people involved in the process of communication.



Dimension 1: Verbal and non-verbal based on use of language;

Dimension 2: Oral or written or audio-visual based on the medium used;


Dimension 3: Formal and informal based on the channel;

Dimension 4: Upward, downward, horizontal or diagonal based on formal organisational structure;

Dimension 5: Interpersonal, group or mass based on number of people involved in the process of communication.

Verbal and Nonverbal Communication

Verbal communication consists of words. It is not only oral but also written. Generally, people consider oral communication synonymous to verbal communication. Well, it is because one of the meanings of “verbal” is “oral” in the dictionary. Verbal communication can be broadly categorized into speech and writing. Speech communication includes face-to-face conversation, talking over the phone, public address, presentations, meetings and so on. Written communication involves writing letters, emails, memos, proposals, reports and the like.

According to various surveys conducted across globe, about 80% of the time a manager in the organisation spends communicating with others. And most of the communication is oral in nature which is assisted by nonverbal communication. As discussed earlier, verbal communication uses “words” or “language” for disseminating information whereas, nonverbal communication does not. For example the expression “Parking Area” is verbal, but “” is nonverbal as it is a symbol.

Nonverbal communication basically unveils an individual’s behaviour. It reflects the personality and temperament of a person. Therefore, managers are expected to understand the meaning of nonverbal cues- singular and clusters. Nonverbal cues consist of kinesics, proxemics, paralanguage, sign language, time language, object language, action, silence, and demonstration.

Body language is into two categories namely, **Kinesics and Postures**. Some scholars from the U.S have tried to develop a vocabulary of body language called kinesics. This is based on the supposition that body movements may also generate a vocabulary of communication, unique to each culture. Thus, kinesics can be studied through *facial expression, gestures, eye contact, appearance, space, tactile and odour*.

Facial expressions convey a lot more information than words can ever say. A frown on the face shows discontent, a smile shows joy, engrossed look with palm on the chin shows thinking and red face with a stern look and clipped lips under teeth conveys anger. These instances prove how important are facial expressions for effective communication.



Gestures are expressions communicated through body movements especially with the help of hands, neck and shoulder. Curling of the fingers in and out at someone means “come here”, waving of hand means “good bye” etc... Gestures have different meanings in different cultures. Smile and cry are the only universal gestures that human beings across globe use to express pleasure and despair respectively.

Eye contact is quite helpful in learning about a person. Looking at someone in a face-to-face discussion usually refers to looking into the eyes of person. The eyes along with the eyebrows, eyelids and pupils convey feelings of people. For example, raised eyebrows with dilated pupils show that the person is surprised, excited or frightened.

Appearance includes the body structure, shape and posture. People with heads held high with a straight body posture are considered to have a good personality. These people are perceived as ones with great integrity, confidence and self-respect as against ones who bow their heads down or keep leaning. Body shapes also create an impression on the on-looker. Fat and soft people, often evoke laughter as they are perceived as lazy and inactive. Tall, thin and youthful people are accepted better in the society than their fatter counterparts.

The distance between persons conversing face-to-face can be divided into intimate, personal, social and public space. According to Edward.T.Hall, social scientist, intimate distance is from physical contact to 18” (between close friends and relatives), personal distance is from 18” to 4’ (between comrades, peers etc...), social distance is from 4’ to 12’ (between officials of various cadres) and public distance is 12’ and above (while communicating with a large audience). This type of space distancing between people is called **proxemics**.

Touch is also a non-verbal form of communication. This referred to as **haptics**. While shaking hands with a stranger, one can realize whether the person is tough, warm, gentle or flirtatious. This can be made out through touch. A child reciprocates well to its mother’s touch, whereas it retaliates when the touch sounds unfamiliar. Thus, touch is an integral part of communication that can help understand a person better.

Many cultures in the world have often emphasized the importance of smell (**olfactics**) in knowing about an individual’s personality. This is included in the non-verbal communication as **odour**. With the western corporate culture growing, people are getting used to various kinds of deodorants to hide their body smell. In few cultures fragrance is an important part of one’s personality like in middle-east Asian countries. In India too, women are supposed to possess sweet smell to depict their gentle nature.

Posture is a part of body language. It has been discussed in brief in the section “appearance”. Posture is not just an aspect of appearance, but is an effective form of non-verbal communication. Standing erect with straightened shoulders



communicates that the person is dynamic and active. At the same time, a person with leaning back and drooping shoulders appears to be lazy. Similarly sitting postures also effect communication. These examples can be visualized in a seminar situation. If the speaker is leaning or bending, audience loses interest very easily. But if the speaker is maintaining a straight posture, the audience appears active.

Paralanguage

Para means “like”. Paralanguage refers to the manner in which language is spoken. To understand this better, let us consider this sentence- “She is clever”. This sentence can be spoken in different ways-

- a) |She is \clever. (Fall in the tone indicates a statement.)
- b) |She is /clever. (Rise in the tone indicates a question.)
- c) |She is \clever. (Fall- rise tone indicates that the speaker is implying something that is not spoken.)

Thus, paralanguage is the “how” in spoken language, while the words and sentences are a part of “what” in oral communication. Paralanguage includes **voice, volume, speed, stress, intonation, pitch and pause**. This is quite apparent when we listen to a speech. The voice quality attracts us to the speaker. For example, voice of the famous film star Amitabh Bachchan attracts audience due to its clarity, modulation and depth. Volume and speed are also important in oral communication. Loudness of voice, usually, depends on the audience a speaker addresses. Any unusual use of loudness can lead to poor communication.

Object Language

The objects that people possess have a language of their own. This includes the dress that is worn, the accessories and other possessions that are carried or exhibited. For example, one can make out that a person is a lawyer or a doctor by his or her overcoat. People wearing watch are considered to be time conscious and those with gorgeous ornaments are perceived to be rich. Similarly clean dress with polished shoes is a symbol of smartness. Thus, objects and dresses communicate about a person and cannot be neglected as petty things.

Time Language

“Time and tide wait for none”- this an age old saying and so people who respect time communicate sincerity, discipline and alertness. Time is also equated with money. A latecomer is not perceived to be sincere and people avoid giving such a person responsible tasks. Similarly procrastination is considered to be a symbol of irresponsibility. Thus, time communicates about a person’s nature. It is also true that the importance that we attribute to time is culture specific. In western culture, there is nothing more important than time. But in Indian culture, we have a relaxed attitude to time.



Sign Language

Signs and symbols are the most primitive forms of communication. The cave paintings by early man are examples that our ancestors used signs and symbols to express themselves in times, as early as, the Stone Age. The sign language is a part of modern day communication also. The visual or graphical signs like no parking, no smoking, traffic lights etc... are good examples of modern day sign language.

Sign language can be visual and audio. All the pictorial, graphical and physical representations come under sign language. Even the gestures meant to communicate with people who are hearing impaired come under sign language.

The jingle associated with a particular object, organisation or person is an example of audio sign language. Fire alarm, police siren or siren of the ambulance communicate emergency. Thus, signs and symbols are an important part of nonverbal communication.

Action, Silence and Demonstration

Action language is a combination of body language and other forms of non-verbal communication. When we see a man, from a distance, with a spade in his hand and going up and down with the spade, we can make out that he is digging. We guess that because of his action. Various forms of dances and dramas are examples of action language. In a corporate situation, effectiveness of communication is judged by the following course of action. Thus, action is vital form of communication.

Silence is also a form of communication. Though silence is interpreted in different ways in different circumstances, nevertheless it is very important for proper understanding. Silence while working means concentration and discipline. Silence in a funeral is respect. Silence in a work place without any work means protest. Silence of an accused in the court room is acceptance of guilt, and silence of the top management on the bonus issue means non-acceptance. Thus, silence communicates.

Pictorial demonstration in the manual that is given with electronic equipment helps in learning the operation of the equipment. Most of the time, pictorial instructions are understood better than the written instructions. This is a form of non-verbal communication that is demonstration. Demonstration can be of two types viz... pictorial or graphical and physical. Physical demonstration is done under simulated situation. Demonstrating an operation in the operation theatre or a director enacting a character for the benefit of the actor, are examples of live or physical demonstration. Salespersons display and demonstrate their products in kiosks along pedestrian paths, office exits and petrol pumps. This is done to give customers a first hand experience of the product and lure them into buying the product. Test drives are excellent examples of live demonstration.

Formal and Informal Communication



Expressions can also be formal or informal based on the way they are uttered. These differences come into being due to proximity, nature of interaction (scheduled or unscheduled) and mode of transmission of the messages. Formal communication, as the word suggests, is more organised and has official sanction. On the contrary, informal communication, also called the grapevine, is unplanned and emerges from informal relationship people share. So while meetings, planned discussions, extending courtesy and the like are formal forms of communication, gossip, idle talk, personal chats and unscheduled exchanges are informal forms.

The degree of formality in the choice of words used in a piece of conversation also gets affected by situation and relationship. “All participants are requested to go upstairs” is a formal expression whilst “up you go chaps” is informal.

Communication is not always formal. In fact informal communication is far more active in the workplaces than formal communication. According to a study conducted by Whittaker, people at workplace spend between 25% to 70% in face-to-face conversations, and about 88% to 93% in unscheduled communication. This shows the widespread prevalence of informal communication in corporate houses.

As per a research study conducted by J. David Johnson the difference between formal and informal communication can be cited as, “informal communication usually does not follow the organisational chart and tends to be more personal, for example, work-related discussions with co-workers, calling friends in another work unit on how to handle a work problem, etc. Formal communication is considered to be “official” such as oral communication up and down the organisational chart and written communication contained in formal memoranda and departmental directives.”

Interpersonal, Group and Mass Communication

Communication can be interpersonal or mass depending on the number participants involved. It also depends on the factors like sense of immediacy, intimacy, involved tone, shared knowledge and experience. Interpersonal communication essentially has clearly defined communicators whereas mass communication includes one and all without much ado about specific identification. Therefore, a face-to-face interaction is interpersonal and a news telecast or broadcast is mass communication. A letter for a specific audience is interpersonal and a newspaper article is mass communication.

In an organisational situation, memos, office orders, letters and circulars can be tagged as interpersonal communiqué. Advertisements, publicity and promotional materials are for mass information and thus they are referred to as mass communication.

Group communication refers to involvement of more than two persons in the process of communication. It relates to transactions among the members of the group who are required to be involved in the process and the communication is incomplete



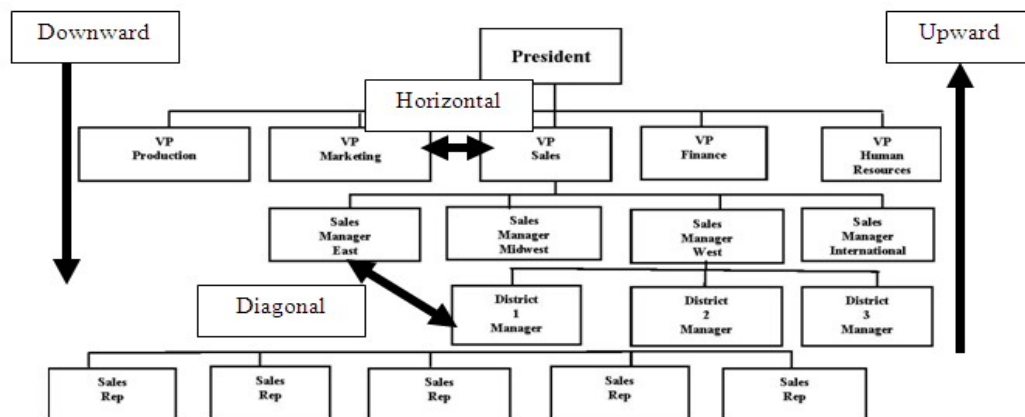
without their participation. Meetings, group discussions, panel discussions and conferences etc... are examples of group communication. Informal group interaction in organisations is also group communication. A cohesive group makes a team only if the communication among the members is open and transparent.

Upward, Downward, Diagonal and Horizontal Communication

Organisational Communication could be internal operational or external operational depending on whether the audience is staff or external public.

Organisational Communication could be internal operational or external operational depending on whether the audience is staff or external public. Depending on the organisational structure, communication could be upward, downward, horizontal or diagonal. Upward relates to communication from the lower levels of hierarchy to the upper levels; downward is from upper level to lower level hierarchy; horizontal communication takes place among peers, and diagonal communication takes place across levels and departments. For instance, communication from Vice President (VP) to President is upward communication, and President to VP is downward communication. When VP Marketing communicates with VP Sales or VP Production, it is horizontal communication. Sales Manager communicating with Accounts Officer is an example of diagonal communication.

Fig: Hierarchical Communication in an Organisation



Formal channel of communication in an organisation is based on the organisational philosophy, policies and structure (as discussed in the previous section). Formal channel can be upward, downward, horizontal and diagonal. This is the way a piece of communication moves in an organisation. But it is not all, since communication is not always one to one. It can be in a group, or its movement can be at various levels. For example, a sales representative reporting to the District Manager and Sales Manager at the same time can be considered as upward communication but this description is not complete in itself.



Informal channel of communication, also called the grapevine. It is characterized by proximity between persons, perception of members as reliable or knowledgeable, friendship and trust between one another, getting to know each other outside the workplace, and see each other at time when informal communication network is needed. It is unsanctioned communication and usually releases stress while persons are at work. It is important because it gives an opportunity to build relationship among the employees.

1.5 Business Communication Skills for effective business management

Business communication skill is the ability, an individual displays in effectively dealing with clients, colleagues, subordinates, and supervisors in a professional manner..

Communication skills are generally understood to be the art or technique of persuasion through the use of oral language and written language. To understand the basic of communication skills, one needs to understand that communication is one of key skills that is needed by one and all in an organisation. It includes vast experience, actions and events; also a variety of happenings and dealings, as well as use of different technologies. This includes formal meeting, seminars, workshops, trade fairs, etc. Then there are communication through media such as radio, TV, newspapers, websites etc...

Communication is generally classified into four basic categories like, Verbal and non-verbal; Technological and non-technological; Mediated and non-mediated; Participatory and non-participatory. However, the commonly known types of communications are:

- a) **Intra-personal communication skills:** This implies individual reflection, contemplation and meditation. One example of this is transcendental meditation. According to the experts this type of communication encompasses communicating with the divine and with spirits in the form of prayers and rites and rituals.
- b) **Interpersonal communication skills :** This is direct, face-to-face communication that occurs between two persons. It is essentially a dialogue or a conversation between two or more people. It is personal, direct, as well as intimate and permits maximum interaction through words and gestures. Interpersonal communications maybe:
Focused Interactions : This primarily results from an actual encounter between two persons. This implies that the two persons involved are completely aware of the communication happening between them. Examples include, discussions, meetings etc...



Unfocused interactions: This occurs when one simply observes or listens to persons with whom one is not conversing. This usually occurs while walking past office, departments, canteen etc...

- c) **Non verbal communication skills :** This includes aspects such as body language, gestures, facial expressions, eye contact, etc., which also become a part of the communicating process; as well as the written and typed modes of communications.

Mass communication skills: This is generally identified with tools of modern mass media, which includes: books, the press, cinema, television, radio, website etc. It is a means of conveying messages to an entire populace.

- d) **Presentation skills:** Presentations skills and public *speaking* skills are very useful in many aspects of work and life. Effective presentations and public *speaking* skills are important in business, sales and selling, training, teaching, lecturing, and generally feeling comfortable *speaking* to a group of people.

Apart from this, basic language skills are essential for business communication. These skills are listening, speaking, reading and writing.

Listening skills

Supervisors spend a good deal of their workday in activities that involve listening. Like attending meetings, briefings, and lectures; giving instructions; receiving instructions; sharing information with management and employees; receiving information from co – workers; making decisions based on conversations; marketing products or services; supervising others; interacting with guests to provide services; providing services for groups or departments; giving presentations; using the telephone and so on.

A good listener is an active listener. That is, the listener is an *active participant* in the communication process. He or she is involved verbally, nonverbally, mentally and physically in the communication.

Speaking skills

Speech is for others to understand. The confusion and misunderstanding in conversation are due to ineffective, faulty and vague speech. Speaking a language intelligibly is essential because speech is effective only if the listener has understood it. In an organisational situation, speech is used in conversations, discussions, and for addressing the public/ large gatherings. To speak language intelligibly, one needs to take care of the following points:

To speak language intelligibly, one needs to take care of the following points:



- **Learn the Language Right:** It is important to know the language in which one intends to communicate. Learning the language means; learning its vocabulary, word usage, phrases, structures, grammar, idioms and so on.
- **Audibility of Voice:** Different situations demand different speech quality. It means that while a loud voice is appropriate in a motivational speech, a soft voice is highly called for in a condolence speech..
- **Controlling Pace:** The pace of the speech should be as per the requirement. For instance, a running commentary needs to be fast-paced whereas a board room presentation needs to be poised. One needs to show restraint.
- **Bringing out the Meaning:** Even when voice and words are easily and suitably audible, the meaning of what is said may not be conveyed. For instance, if a manager instructs the employees to prepare for a meeting in these lines, “let the floor of the room look like a newly-wed bride draped in a bright red sari”, the employees may not understand the analogy. They may also find it absurd. The manager may just say, “Place red carpet in the meeting room, and ensure that the colour of the carpet is bright red.” Speaking should bring out the meaning of the message. It should not sound valueless.
- **Sincerity:** A speech, if it is to sound sincere, must be stimulated by thought, feeling and imagination. Feelings cannot be mimed. Thoughts cannot be stolen. And imagination cannot be replicated. People appreciate genuine feelings, good thoughts and pleasant imaginations. Novel ideas and sincere efforts are never ignored. Therefore, one should speak with full sincerity.
- **Tone:** Tone is the quality of sound or voice. Tone indicates the speaker’s attitude towards a message and the response sought from the listeners. The word choice, paragraphs, structure and the punctuations used while writing are the perceived through tone in spoken language. Tone helps to persuade, to influence, to gain goodwill and inspire confidence. Selection of words also affects tone. Therefore, the speaker has to choose the words carefully keeping the context and the audience in view.
- **Opening and Closing Words:** The opening message should carefully be framed for the situation, audience, and the subject with appropriate words and sentences to draw the attention of the listeners. The message should flow as a single core-thought that keeps the audience engaged in the speech. The ending of the speech should have a reverberating effect so that the audience keeps recalling the speaker and his/her speech.
- **Avoid use of Slang:** “Slang” means words and phrases used very informally in a speech, and not for formal and polite use. Appropriate occasion is important for its use but should always be used with great care. Generally



they are used in the relation of a humorous anecdote in a closed circle. For instance, a senior asks the subordinate, “How are you”? The subordinate responds, “cool”. This is not appropriate. The normal response would be “fine”, “okay” or “good”.

Reading Skills

Reading is generally considered as a passive skill. It is not considered much important for managers by many people. But, that is not true. Reading is as much essential as is speaking, listening or writing. A manager needs to read letters, memos, circulars, office orders, proposals, legal notices and customer complaints. It is necessary that the written documents are read purposefully and understood correctly so that appropriate decisions may be taken. For example, if a bank manager inappropriately comprehends a project proposal and sanctions loan, there could be dire consequences that the manager would have to face. Similarly, if a customer complaint is not understood properly, it may result in a delayed action that could spread bad word of mouth about the company.

Reading skills are specific abilities which enable a reader to read the written form as **meaningful language**, to read anything written with **independence, comprehension** and **fluency**, and to **mentally interact with the message**.

Strategies for quick and effective reading

- Previewing: reviewing titles, section headings, and photo captions to get a sense of the structure and content of a reading selection
- Predicting: using knowledge of the subject matter to make predictions about content and vocabulary and check comprehension; using knowledge of the text type and purpose to make predictions about discourse structure; using knowledge about the author to make predictions about writing style, vocabulary, and content
- Skimming and scanning: using a quick survey of the text to get the main idea, identify text structure, confirm or question predictions
- Guessing from context: using prior knowledge of the subject and the ideas in the text as clues to the meanings of unknown words, instead of stopping to look them up.
- Paraphrasing: stopping at the end of a section to check comprehension by restating the information and ideas in the text

Writing Skills

Writing is a Craft. The two basic principles of writing are clarity and precision. To write effectively one needs to learn the rules that govern the language. But by merely adhering to the rules of grammar and syntax a person may not be able to write skillfully. Consider this famous statement of Noam Chomsky:



- *All mimsy were the borogoves,*
- *And the momerathsoutgrabe.*

Writing involves the following steps:

1. **Prewriting:** This is the step where the writer has to **think**. The writer needs to decide on a topic to write about, consider the reader's perspective, brainstorm ideas about the subject, list places from where information can be sought and do research.
2. **Drafting:** This is the step where one writes. Put the information you researched into your own words. Sentences and paragraphs are written as ideas flow (even if they are not perfect). It includes reading what is written and judge if it says what is meant. Asking for suggestions for improvement can also be of help.
3. **Revising:** This step makes writing better. This step involves repeated reading of what is written, considering the opinions of other persons, rearranging words or sentences, deleting or adding parts, replacing overused or unclear words, ensuring that the flow is smooth.
4. **Proofreading:** This step ensures that the writing is correct. It is done to check if all sentences are complete, rules governing spellings, capitalization, and punctuation are used correctly, deletion of words that are not used correctly, getting the worked checked by someone else and recopying the work correctly and neatly..
5. **Publishing:** This step is the final one that makes the writing a finished product. This includes sharing the work with the reader/ audience for whom it is meant.

These are some of the important business communication skills for effective business management.

1.6 Let's Sum-up

Communication is the sharing or exchange of thoughts. During this process, there is an exchange of ideas, information, feelings, attitudes, and an attempt to build rapport or develop mutual understanding. This process uses oral, written or nonverbal means to establish mutuality.

Business communication occurs in a business context. It can be defined as the sharing of information between people within an enterprise that is performed for the commercial benefit of the organization. In addition, **business communication** can



also refer to how a **company** shares information to promote its product or services to potential consumers.

Business communication is important for any organisation because it helps in smooth functioning of business, taking proper management decisions, maintaining industrial relations, managing publicity and media etc...

Business communication has many dimensions that include verbal and non-verbal communication, formal and informal communication, interpersonal and mass communication, upward-downward-horizontal communication etc...

Business communication skills are essential for effective business management. These skills are listening, speaking, reading and writing. It also includes intra-personal, interpersonal, presentation and media skills.

1.7 Key Terms

Business

Business communication

Kinesics

Paralanguage

Formal

Non-verbal

Verbal

Non-verbal

Listening

Speaking

Reading

Writing

1.8 Self-Assessment Questions

1. What is business communication? How is it defined?
2. What are the various dimensions of business communication?



- 3 As a manager, what communication skills you must imbibe for effective business management?
- 4 Why is language skills needed for a manager?
- 5 How can you use body language for proper communication?
- 6 What are the essentials of presentation skills?
- 7 Do you think a manager should be aware of informal communication? why?

1.9 Further Readings

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1.10 Model Questions

1. Elucidate the scope of business communication.
2. Business communication is the nervous system of any organisation. Explain.
3. As a manager of a factory, do you think informal communication can help you manage workers better? why?
4. While making a speech, what are the things that a manger should remember?
5. A manager should be a good writer. Do you agree? Why?





Unit – 2

Business Communication Process

Learning Objectives

After completion of the unit, you should be able to:

- Explain the business communication process.
- Describe each element in the business communication process.
- Understand and use models of communication.
- Know the barriers to communication process.

Structure

- 2.1. Introduction
- 2.2. Business communication process
- 2.3. Models of communication
- 2.4. Barriers to Communication
- 2.5. Remedies to the barriers to communication
- 2.6. Let's Sum-up
- 2.7. Key Terms
- 2.8. Self-Assessment Questions
- 2.9. Further Readings
- 2.10. Model Questions

2.1 Introduction

Communication comes from the Latin noun *communis*, which means “common”, and Latin verb *communicare*, which means to “make common”. Communication has been defined variedly by various persons. G.G. Brown says Communication is the transfer of information from one person to another, whether or not it elicits confidence. But the information transferred must be understandable to the receiver. Thus, it is understood that Communication is a process of sharing or exchange of ideas, information, knowledge, attitude or feeling involving two or more persons using certain signs and symbols or language. When this process is used in a business environment for business transactions by business persons or managers, it is known as business communication.



As communication is a process- it continues; it never ceases. Therefore, managers in the organisation need to be skilled enough to effectively participate in this process. For this, they need to be aware of the process and elements involved in communication. The process begins with the sender's ideation, leading to encoding of the message, transferring the message, receiver receiving the message, decoding the message, deciphering and giving feedback.

2.2 Business communication process

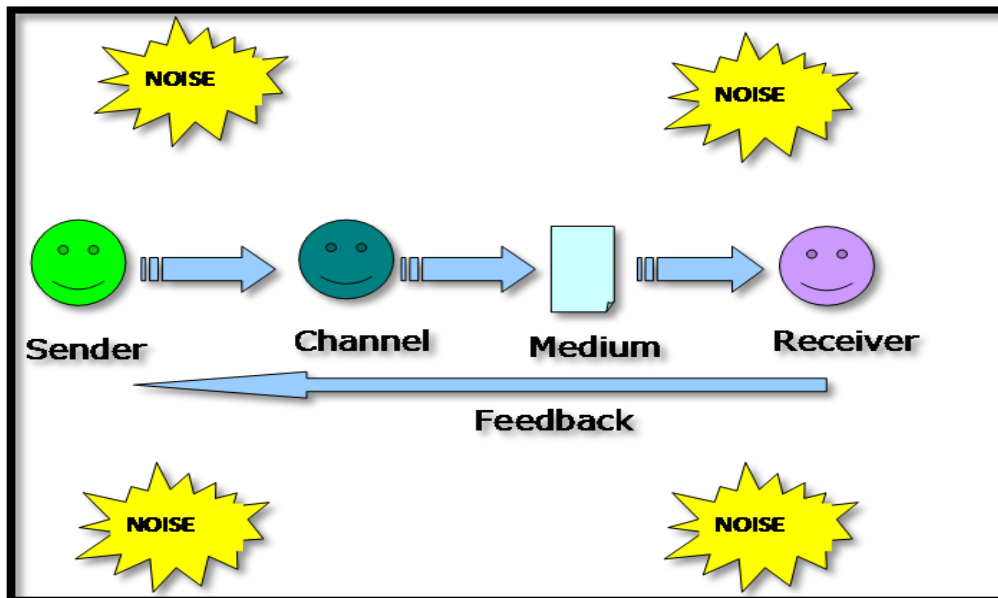


Fig: Communication Process

Process of communication begins with ideation. Ideation means generating a thought or an idea or an emotion. Now, this idea needs to be expressed to others in a meaningful manner. Therefore, the idea takes the shape of a coded message. Code, here, refers to the language or signals used for creating the message. Encoding is done by the sender, who wants to communicate. This message uses a channel and a medium to reach the receiver. The receiver receives and decodes the message and reacts to the message which is called feedback. This process is affected by the understanding of the sender and the receiver, physical distances and disturbances etc... These barriers that affect, distort or impede the process are represented as noise. Some scholars say that it is difficult to get rid of noise, although it can be minimized through effective communication skills.



The basic elements of communication are sender, receiver, message, channel, medium and feedback.

Sender: Sender is the person who intends to send a message to others. The sender receives a stimulus, perceives it, generates an idea and encodes that idea into a message. The sender needs to be careful about the codes used for coining the message because an uncommon code can break-down the

communication process. For example, speaking in English to a person who does not know English will not complete the process of communication. The sender has to be aware of six variables when communicating with another person.

- Receiver's Communication Skills
- Receiver's Attitudes
- Receiver's Knowledge Level
- Receiver's Social Position
- Receiver's Culture
- Receiver's Feedback

This is known as receiver centered communication.

Receiver: Receiver receives the message from the sender and decodes it. The receiver understands the message and expresses that to the receiver in the form of feedback. The receiver is guided by his or her background, experience, education, and attitude etc... to understand the meaning of the message. Therefore, receiver's perception plays an important role in the successful completion of a communicative act. For example, the sender cracks a joke, but the receiver's sense of humour is poor then the experience for both the sender and the receiver will be bad as the intended message is not understood in the right spirit. To make communication effective the receiver should also try and understand the following aspects:

- Sender's Communication Skills
- Sender's Attitudes
- Sender's Knowledge Level
- Sender's Social Position
- Sender's Culture
- Message received by Sender



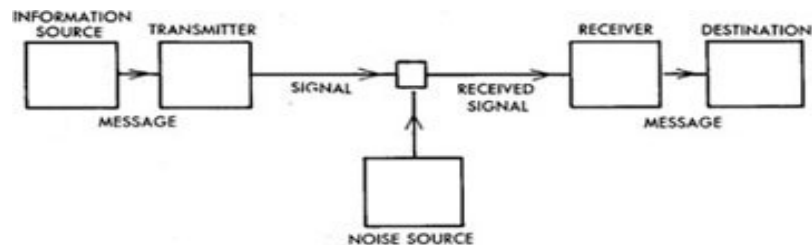
Message: It is the coded content. It is the piece of information or expression that moves from the sender to the receiver. It is basically the subject matter that sender intends to share with the receiver. This can be a greeting, an order, information, instruction and so on. The message has three components:

- **Content-** It is simply communicating what you desire to communicate i.e. the subject matter.
- **Context-** It involves adapting your presentation to the situation in which the audience is.
- **Treatment-** It is the arrangement or ordering of the content by the speaker. The treatment directly supports the context and content of the message.
- **Channel:** It is the pathway the sender uses to send a message to the receiver. It can be formal or informal. Formal channels that are used in organizations include upward, downward, horizontal and diagonal. Formal channels connect various departments and hierarchy levels with one another. Informal channels can be in the form of one-to-one spontaneous transactions or even a group gossip.
- **Medium:** It is the carrier of the message. The medium used by the sender will depend on sender and receiver's mutual convenience and requirement. It can be oral, written, audio-visual, electronic etc... For instance, if the sender wants to send a message to the receiver who stays in another town, the sender may choose to speak over the phone, or use mobile phone, or send SMS, or write a letter, or send an email, or sit for videoconferencing etc... The choice of the medium depends on the mutual convenience and requirement of the participants.
- **Feedback:** This is the reply or reaction of the receiver towards the message sent by the sender. It is vital for the success of communication process. Without feedback, it is difficult to assess the impact of the message sent. For example, to assess whether a TV programme is successful or otherwise, production houses ask viewers to write in about the programme. If there are no responses from the audience, the production houses may not be able to know their performance. Similarly, in an organisational situation a manager must seek and provide feedback to make the communication process effective.



- **Noise:** The “noise” or the gap that remains between the communicated message and the interpreted message is barrier in the process of communication. These gaps are created due to various factors both human and environmental. It is important to reduce these gaps for a fair understanding between the communicating partners. The lesser the gap the more is the understanding and vice-versa.
- Following is a figure that represents the process of communication with technology in the backdrop.

• **Figure: Communication process using technology**



To communicate effectively, one needs to be familiar with the factors involved in the communication process. Awareness helps plan, analyze situations, solve problems, and in general do better in work no matter what the business might be.

Communication is a concern to many people. So a lot of thought, work and discussion has gone into different communication situations. Today, such people as psychologists, educators, medical doctors, sociologists, engineers and journalists represent only a few of the professional groups whose members have developed ways of looking at and talking about the communication process in their specialized fields.

2.3 Models of Communication

Communication is viewed differently by different scholars. Therefore, its interpretation and representation also differs. Some consider it linear, some interactive, some transactional and yet some others call it multidimensional. Linear model treats communication as a “one-way” process from the sender to the receiver. Interactive model considers feedback as an important component in the process of communication. In transactional model, communication is simultaneously sent and



received during a communication event. Communication is considered to be a process of multiple activities or events, and not a turn-taking exchange. Multidimensional model focuses less on the structural attributes of communication (source, message, receiver and so on) and more upon the actual determinants of the process, namely intrapersonal, interpersonal, group and cultural levels. Moreover, each level of activity consists of four communicative functions- evaluating, sending, receiving, and channeling.

Aristotle's Model of Communication

Aristotle, 300 years before the birth of Christ, provided an explanation of oral communication that is still worthy of attention. He called the study of communication "rhetoric" and spoke of three elements within the process. He provided the following insight- Rhetoric falls into three divisions, determined by the three classes of listeners to speeches. Four of the three elements in speech-making — speaker, subject, and person addressed — it is the last one, the hearer that determines the speech's end and object.

Here, Aristotle speaks of a communication process composed of a speaker, a message and a listener. Note, he points out that the person at the end of the communication process holds the key to whether or not communication takes place.

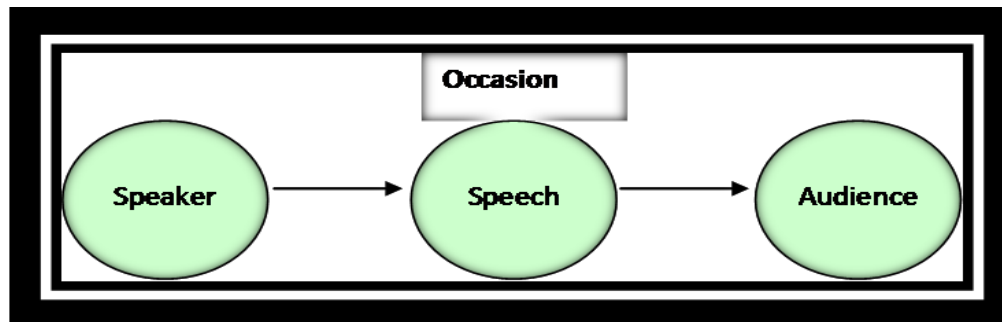


Figure: Aristotle's Model of Communication

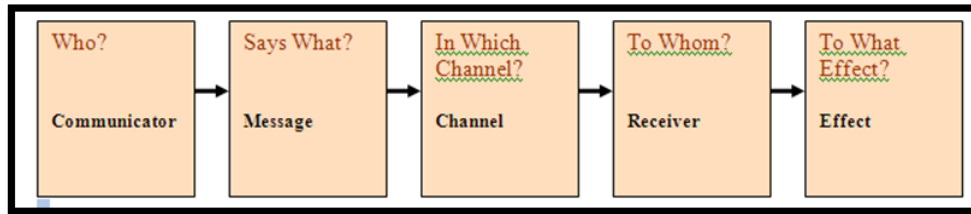
It is a linear model that he presented. Rhetoric or persuasive communication is based on the Greek model and this model focuses principally on public speaking. It provides a basis for judging how effectively a speaker responds to the requirements of a speaking situation.

Lasswell's Model of Communication



Harold Lasswell a political scientist studied very carefully the American presidential Elections in 1948. Based on his studies on the process of political campaigning and propagandas he introduced an important model that is represented as:

- Who
- Says What
- In Which Channel
- To Whom
- To What Effect



Main characteristics of this model are:

- It is based on effect of the sender’s message on receiver.
- There is no feedback for the message.
- It is linear in nature
- It presents communication as more of persuasive process rather than an informative process

This model substantially elevates the importance of impact of the message on the receiver; it emphasizes “effect” and not the “meaning” of the message.

Communicator: Means the sender of the message whose personality, credibility and attributes are counted in the communication process.

Message: The contents of the message and its tone matter a lot while people receive the message.

Channel: It is the pathway followed to deliver a message. It includes the medium of communication. Selection of a wrong channel can defeat the purpose of communication.

Receiver: The person for whom the message is meant needs to be positive about receiving the message. If the receiver is oblivious or unyielding, the message will not be received and understood in the right spirit.



Effect: It is the impact that the message makes on the audience. This depends on all the elements discussed earlier. If the impact is positive, communication is effective.

Shannon and Weaver's Model of Communication

Claude Shannon, an engineer for the Bell Telephone Company, designed the most influential of all early communication models. His goal was to formulate a theory to guide the efforts of engineers in finding the most efficient way of transmitting electrical signals from one location to another in 1949. Later Shannon introduced a mechanism in the receiver which corrected for differences between the transmitted and received signal; this monitoring or correcting mechanism was the forerunner of the now widely used concept of feedback (information which a communicator gains from others in response to his own verbal behaviour).

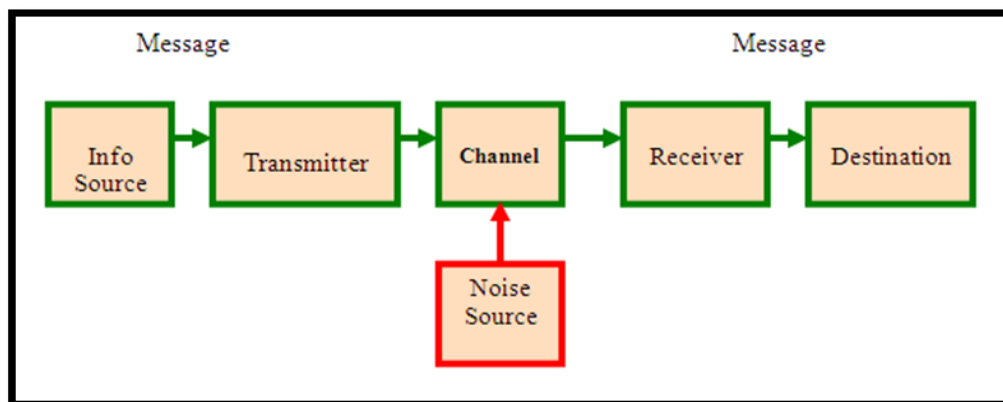


Figure: Shannon and Weaver's Model of Communication

Berlo's Model of Communication

Berlo's SMCR model also has a source (S) and a receiver (R), a message (M) and a channel (C). In this model he attributes qualities to each communicator at each end of the model. An effective (hi-fidelity) message reaches its destination as intended by the source, resulting in clear communication. David Berlo gives us five factors that need to be tuned between the source and receiver for fidelity in communication:

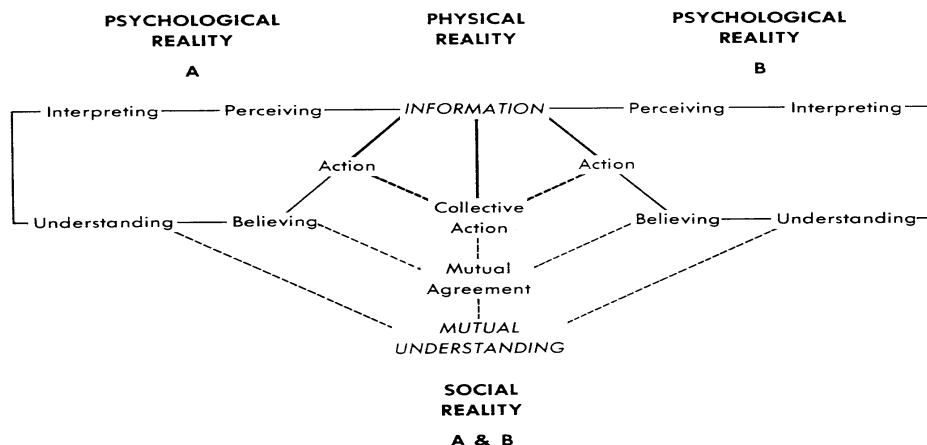
Source	Message	Channel	Receiver
Communication	Elements	Seeing	Communication



skills			skills
Attitudes	Structure	Hearing	Attitudes
Knowledge	Treatment	Touching	Knowledge
Culture	Content	Smelling	Culture
Social system	Code	Tasting	Social system

Communication can be evaluated as being effective or otherwise through a proper feedback system. Feedback can be defined as the process of return of information about the result of a process or an activity. It could be an evaluation, a reaction, or a mere response. Feedback reduces the chances of information distortion, thus making the communication process effective.

Roger and Kincaid's Model



This is a convergence model that represents human communication as a dynamic, cyclical process. Mutual understanding and mutual agreement are the primary goals of this communication process. It works on the premise that communication is information sharing for mutual benefit therefore, communication process should have:

- information-action-belief (sender)



- information-collection- action (physical reality- channel/ medium)
- information-action-belief(receiver)

Kincaid best known for his convergence model of communication, a nonlinear model of communication wherein two communicators strive to reach "mutual understanding", proposed the model in his book, *Communication Networks: Toward a New Paradigm for Research* (Free Press, 1981) with Everett Rogers. In recent years this model has been particularly popular among proponents of development communication.

Rogers and Kincaid identified seven epistemological biases that had characterized the dominant Western models of communication: (1) a view of communication as linear rather than cyclical; (2) a message-source bias rather than a focus on relatedness and interdependence; (3) an analysis of objects of communication in a manner that isolates them from larger contexts; (4) a concentration on discrete messages instead of silence, rhythm, and timing; (5) a concentration on persuasion rather than understanding, agreement, and collective action; (6) attention to individuals rather than relationships; (7) a model of one-way mechanistic causation rather than mutual causation.

Kincaid also developed new methods for multivariate causal attribution analysis of communication impact, the communication for participatory development model, the ideational model for behavior change communication and evaluation, computer programs to analyze the multi-dimensional image of audience perceptions, computer simulation of social networks for the theory of bounded normative influence, and drama theory to measure the impact of entertainment-education programs.

2.4 Barriers to Communication

Communication between persons cannot be fool-proof. It has gaps because people have their own perceptions, ideas and opinions. Along with this, there may be physical hindrances that create gap or barrier to effective communication process. These barriers are described in the following paragraphs.



Eric Garner gives 7 great barriers to effective communication. They are physical barriers, perceptual barriers, emotional barriers, cultural barriers, language barriers, gender barriers, and interpersonal barriers.

Physical barriers: Physical barriers in the workplace include:

- Marked out territories 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. If the physical distance between employees is large, the communication gap may increase.

Perceptual barriers: The problem with communicating with others is that everyone sees the world differently. People develop their perception based on their own backgrounds and this leads to an uneven understanding of messages. What may seem to one person as an “impossible task”, can mean a “great challenge” to the other person.

Emotional barriers: One of the chief barriers to open and free communication is the emotional barrier. It comprises mainly fear, envy, mistrust and suspicion.

Cultural barriers: When a child is born, it is born into a family, community, society etc... There is always a cultural milieu to provide identification to the child. The child imbibes all the cultural nuances of the community and becomes a part of that community or society. Similarly, when people join a group and wish to remain in it, sooner or later they need to adapt to the behavioural patterns of the group. These are the behaviours that the group accepts as signs of belonging. Once a person gets adapted to particular group’s culture, it gets difficult on his/her part to adjust with other groups.

Language barriers: Language that describes what a person wants to say may pose barriers to others who are not familiar with those expressions, buzz-words and jargon. For instance, the word “surfing” for a net-user may mean going through



various internet sites, but for a person associated with adventure sports it would mean riding on a board across sea waves.

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. Apart from this, men and women have separate needs and they communicate according to their requirements. For example, women may treasure jewellery but men may consider it as wastage of money. Both men and women have their in-group languages that they use privately in their own circles.

Interpersonal barriers: There are six levels at which people can distance themselves from one another. One of them is withdrawal. Withdrawal is an absence of interpersonal contact. It signifies refusal to be in touch and need to remain alone. This behaviour blocks all communicative entries and thus leads to communication gap.

A careful analysis of communication barriers reveal that they are generally created by:

- Improper encoding: The sender is not competent to send the right message
- Bypassing: Misunderstanding due to missed meanings. Sender means something else and receiver understands it differently.
- Frame of reference: People have varied perceptions because of their backgrounds or frames of reference.
- Physical distraction: Environment in which the sender is sending the message is not conducive.
- Psychological and emotional interference: Personal state of mind and mood may affect message processing.
- Cultural differences: Creating a message and understanding it emanates from a person's cultural background.
- Loss in transmission and retention: The channel can lose information or distort it.



- Information overload: Both sender and the receiver may have so much of information that they may not be able to take the right decision.

2.5 Remedies to the barriers to communication

Communication barriers can be removed (rather lessened) if the communicators are aware of the existing barriers and also if they are open to the methods followed to bridge communication gaps. The result of a communication with least number of barriers is effective interaction, enhanced mutuality and cohesive team building.

Following strategies can help in reducing communication barriers:

- Carrying a positive attitude while communicating.
- Avoiding defensiveness as it interferes with communication.
- Developing good communication skills.
- Making communication goal oriented.
- Approaching communication as a creative process rather than simply part of the routine. Experiment with communication alternatives.
- Empathizing with the communicating partner for “(s)he” is not “you” and “you” are not “her/him”. Try to look at the issue at hand with the other person’s perspective as well.
- Being human at all times. Remember! Communication is a process that involves “human beings” so be human and practice the ABC of communication viz... accuracy, brevity and clarity. Do not forget to take feedback.

The principles of effective communication can also help reducing the barriers to communication.

1. Brevity: A message to be delivered should be brief. It should neither be too short nor too long. Lengthy sentences confuse and may lead to misunderstanding. Conversation in short sentences gives the listener time and opportunity to follow what the speaker endeavours to put across. Using precise words, simple and familiar words, and avoiding superfluous words are important factors in effective communication.



2. **Clarity:** The essential of good communication is clarity. Before communicating, one must think and rethink ideas till they are clear. Then, only can one put ideas in conversation in clear-cut terms. Clarity can be achieved with simple words, short sentences and common words.

3. **Choosing Precise Words:** Using the precise words means speaking in exact terms using the right words at right place and to the context. As far as possible, vague words should be avoided.

4. **Avoiding Cliché:** Cliché means a phrase which is used often, and has no meaning. An effective communicator avoids clichés. A speaker may use them unconsciously when he is involved in a conversation. The strongest objection to its use is that as it is too frequently used and in the wrong context, that it is hackneyed. Some of the clichés are:

- The supreme sacrifice.
- The order of the day.
- Conspicuous by his absence.
- Slowly but steadily.
- Last but not the least.

5. **Logical Sequence:** Presentation of matter in a logical sequence is yet another important principle of effective communication. The communicator should not jump points or change the sequence. Consistency, continuity, and logical development of the subject matter should be there.

6. **Avoiding Jargon:** Jargon is an expression relating to a field, or a particular section of profession. It means language or terminology relating to law, commerce, sports, defence etc... Only people who are well-versed in a particular subject can understand it. It can create communication gap if the receiver does not understand jargon.

7. **Avoid Verbosity:** To convey meaning is more important than using superfluous words. Verbosity in oral communication is a great danger. Using more words does not assure greater clarity. Using more words will take more time and the time of audience is wasted. The listener may tire and may misunderstand the meaning.



8. **Appropriate Prepositions:** Use of unnecessary prepositions should be avoided. For instance, all employees must follow the safety regulations in regard to work. Here the word 'about' can be used in place of “in regard to.” Some other examples are: in connection with, with reference to, in relation to, with regard to etc...

9. **Adjectives and Adverbs:** Adjectives and adverbs should be used only when necessary. They emphasize the meaning with the degree of importance. For instance, the problem is under active consideration; a positive decision will be taken; definite results; comparatively, the results are poor.

2.6 Let's Sum-up

Communication comes from the Latin noun *communis*, which means “common”, and Latin verb *communicare*, which means to “make common”. Process of communication begins with ideation. Ideation means generating a thought or an idea or an emotion. The idea takes the shape of a coded message. Code is the language or signals used for creating the message. Encoding is done by the sender, who wants to communicate. This message uses a channel and a medium to reach the receiver. The receiver receives and decodes the message and reacts to the message which is called feedback. This process is affected by the understanding of the sender and the receiver, physical distances and disturbances etc... These barriers that affect, distort or impede the process are represented as noise. Some scholars say that it is difficult to get rid of noise, although it can be minimized through effective communication skills.

2.7 Key Terms

- Communication process
- Sender
- Receiver
- Ideation
- Encoding
- Decoding
- Linear model
- Multidimensional model



Noise

Barriers

Remedies to communication barriers

2.8 Self -Assessment Questions

1. Explain the process of communication.
2. What are the various models of communication? As a manager, which model of communication do you prefer and why?
3. How does the background of the receiver impact the communication process?
4. What are the various barriers to communication process?
5. What are the remedies to barriers to communication?

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2.10 Model Questions

1. Elucidate the types of noise that we can have in the process business communication.
2. How is Aristotle's model of communication helpful in speech making in an organisation?



3. As a manager, which do you think is better, a linear model or a multidimensional model of communication? why?
4. What are the various principles of communication that reduce barriers to communication?
5. A manager should use receiver centered communication. Do you agree? Why?

