

Unit -1 Communication: Theory and Practice

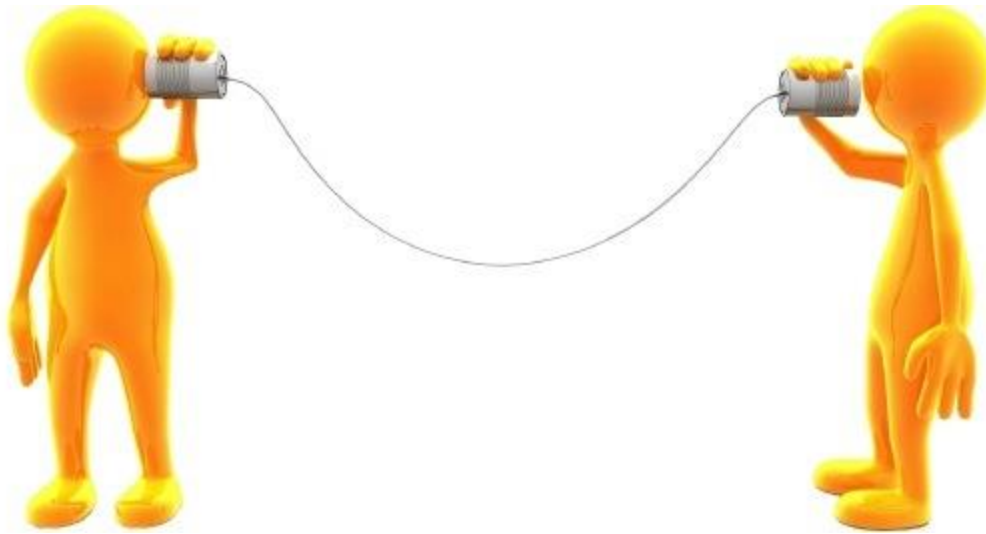
Introduction: - Communication is a very important condition of social interaction. We cannot think of social interaction without communication as the human interaction **is** a communicative interaction. Communication plays a very important role in our personal, social and professional life and cannot be separated at all from our life. Man starts communicating from the very beginning of his life i.e. when he is a child, he communicates through crying, smiling and laughing etc. Communication is a very integral part of the lives of human beings, they start communicating from the beginning of the day and continue it till the bed time. Whole day they communicate through different mediums like direct speaking, writing, telephone calls, emails etc.

The term “communication has been come from Latin language. Two words from Latin language “communis” and “communicare” are related to the word communication. The word “communis “ is a noun which mean “common”or “sharing”. The word “communicare” is a verb which means “ to share” or “ to make common”.

The literal meaning of the word “communication” is “giving or sharing information”.







Some definitions: Some simple definitions of communication are as follows: -

“Communication is the sharing of ideas and feelings in a mood of mutuality.”-Edgar Dale

“Communication is essentially an ability of one person to make contact with another and to make himself or herself understood”- John Adair

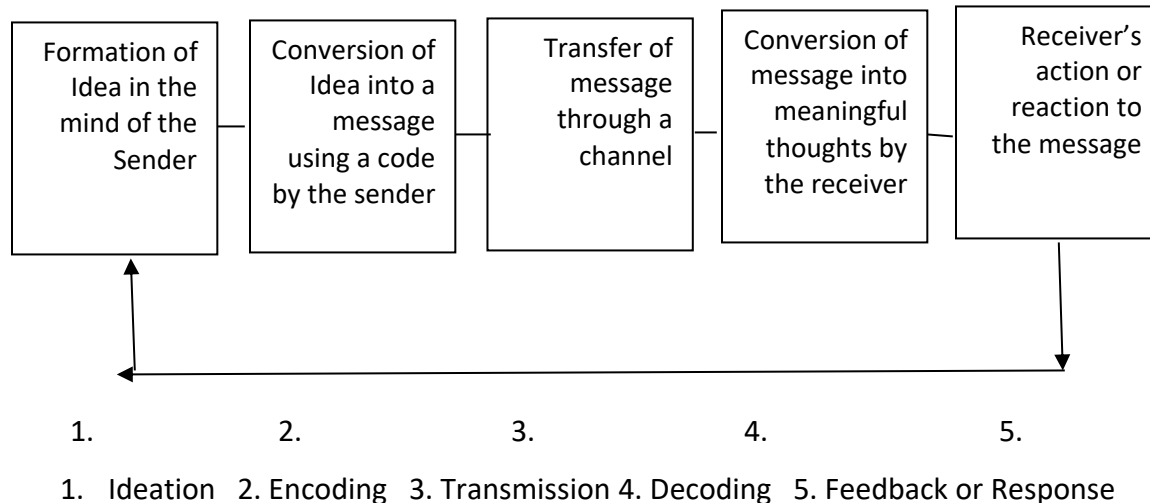
“Communication is the process by which an idea is transferred from a source or sender to a receiver with the intention of changing his behavior”.

“Communication is an exchange of facts, ideas, opinions or emotions by two or more persons.”- W.H. Newman and C.F. Summer Jr.



The Communication Process: Communication is a complex interactive process by which human relations are established and developed. It is an active process in which two sides namely sender and receiver are involved with the purpose of exchange of meaning of a message. The sender is

the persons who gives the message and the receiver who takes the message. In the process of communication there are five steps that is ideation, encoding, transmission, decoding and feedback or response. We can understand the process of communication with the help of a simple diagrammatic representation as follows: -



The first step in the process of communication is “ideation” which means the formation of an idea in the mind of the sender. Whenever a message is to be communicated first of all an idea should be there with the sender. The idea is concerned with the content of the message to be communicated. The governing factors of ideation are age, knowledge and experience of the sender, and also the purpose and context of communication.

The second step in the process of communication is “encoding” which refers to the conversion of an idea into message generally with the help of a language.

The third step in the process of communication is the “transmission” of the message through a proper medium.

The fourth step in the process of communication is “decoding”. Decoding is the conversion of the message into thoughts by the receiver so that the meaning of the message can be understood by him. It is we can say just reverse process of the encoding.

The last or the fifth step in the process of communication is the “feedback” or “response”. It is concerned with the reaction of the receiver to the message. It helps the sender to make it clear that the message is understood by the receiver.

It is the most important step in the process of communication as the the success or failure of this process depends upon this step. If a receiver does not respond to the message it means that proper communication has not been taken place.

The process of communication is a cyclic process which goes on until the purpose or objective of communication does not get fulfilled. In this process sender becomes the receiver and receiver becomes the sender till the completion of the purpose of the communication.

Types of communication : On the basis of medium of communication we can classify the communication in two types:

Verbal communication :

The communication which is done through the use of words whether oral or written is called as verbal communication. When we use our oral cavity (मुँह के अन्दर वाली गुहा) for communication it is called as oral communication, like face to face conversation, delivering speeches, group discussions, conversation through telephones , communication through radio , oral presentations etc. When communication is done through written words it is called as written communication like

communication through letters, through written reports, through emails , through books etc. Oral and written communication have their own limitations and merits.

Oral communication is a very quick means of communication.

A sender can easily convey his/her message through speaking effectively as oral communication allows them the proper use of body language which is not possible in written communication.

Written communication on the other hand can be used as a future reference. It can be planned and prepared carefully to avoid any kind of confusion.

Non Verbal Communication :

The communication done through the means other than words is called as nonverbal communication. As all of us are aware of this fact that whenever we speak something, our facial expressions , our gestures and postures , our eye contact , our tone of voice , speed of speaking , pauses taken etc. help us to convey our message effectively. These all make a part of nonverbal communication. We cannot separate these all from the words we are speaking. Other than these the use of time and its management , the space or distance between the sender and the receiver , the way of touching each other , even the silence also communicate many things. Sometimes we communicate through various visual and audio signs. These all come under the area of nonverbal communication, that means the transfer of messages without using words.

Now ,we shall have a brief view of elements of non-verbal communication:

1. Body Language :

Communication by means of facial expression , eye contact , movements of hand , legs and head , style of sitting and standing comes under the area of body language. Our body plays a very important role in conveying messages completely and effectively. Whenever we speak something automatically our facial expressions, our body movements, our eyes, help the receiver in understanding the meaning of the words spoken by us. These all are collectively called as our body language or the communication done through the body parts. We shall have a brief overview of all these components of the body language one by one :

Facial Expressions or Expression of thoughts through the use of muscles of our face is one of the important aspects of non-verbal communication. We communicate many ideas in our daily life through our facial expressions like our good or bad mood , our confidence or

nervousness , our comfortable or uncomfortable state of mind , our fear or courage , our reaction as surprise or ease on knowing certain fact , our anger or acceptance for something etc.

Many times while communicating a message orally we use the movements of our hands , head and legs and sometimes we convey our messages without the use of any word just using the body movements. These body movements are termed as gestures. We move our head in two different ways to say “yes” or “no”. Many times we move our hands or make signs in different ways to convey exact meaning of our messages. The ways we sit and stand give the reflections of our personality and attitude. These manners of sitting or standing are called as postures.

Postures provide additional information about the speaker like about his confidence or nervousness , tenseness or relaxation etc.

Our eyes also help us in communicating deep feelings of heart. While talking to someone usually our main focus is on his eyes and we try to make a regular eye contact to that person as a sign of his or her comprehension or reception of the message. If we are not confident while conveying an information we shall not be able to maintain a regular eye contact with the listener of the message.

2. Para Language :

Communication by means of tone of voice , pitch of voice , speaking speed , use of pauses etc.

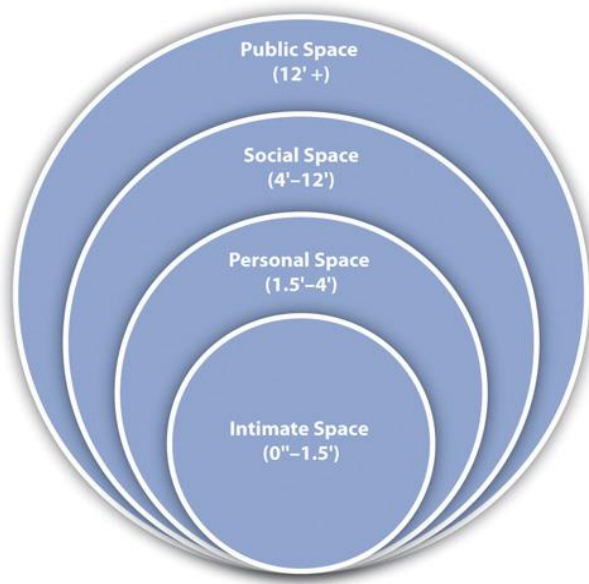
How something is said using various features of voice , comprises paralanguage. Whenever we speak something our speech accompany certain tone, pitch , stress given on particular words or parts of words, speaking speed and pauses etc. Tone of one’s voice can change the meaning of the spoken words. Tone can be comic , serious, sad , pleasant , friendly , sarcastic, light , heavy etc. The pitch of voice can be defined as the frequency of vibration of vocal cords of a person. The speaker should use different pitches while speaking to avoid monotony in speech and to make listener attentive to listen. Stress given on different words can also change the meaning of a particular sentence. People generally use a particular speed of speaking.

3. Space Language or Proxemics :

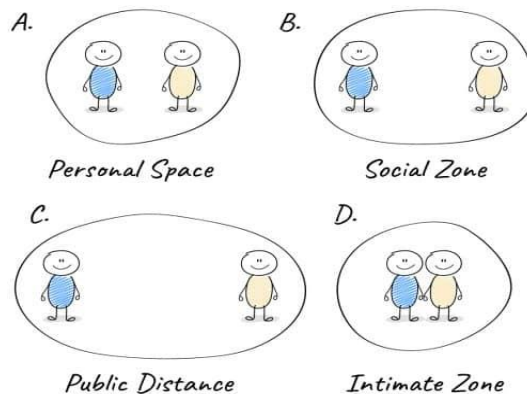
The distance which we maintain with people also communicates many things like our personal relationship, our level of intimacy with that person etc.

Proxemics is the amount of space people prefer to have when engaging in conversation with others. Anthropologist Edward Hall coined this word in the early 1960s and classified 4 major proxemic zones:

1. Intimate zone (touch to 1.5 feet): This zone is reserved for closest friends and family members.
2. Personal zone (1.5 feet to 4 feet): This zone is reserved for friends, close acquaintances, and significant others.
3. Social zone (4 feet to 12 feet): This is the zone where normal social interactions between distant acquaintances and colleagues take place.
4. Public zone (12 feet and more): This zone is used for public speaking and the people whom we do not know and are strangers to us can come in this zone.



ANSWER KEY



SCIENCE OF PEOPLE

4. Language of Touch or Haptics :

Communication and interaction done through touch is termed as Haptics.

5. Time Language or Chronemics:

How a person uses time reflects many aspects of his personality like his punctuality or carelessness towards various issues related to his life.

6. Sign Language:

Communication done through the use of audio and visual signs like road signs, maps , horns , sirens etc.

7. Silence :

Silence also acts as a means of communication. Depending upon the situation sometimes it expresses agreement or disagreement upon a matter.

Channels of Communication: The word channel has several meanings like a medium, a mean, a manner or a method. When we talk about channels of communication in an organization we mean the direction of flow of a message or in which manner a message transmits from a sender to its intended receiver. In an organization messages are transmitted from higher level to lower level, from lower level to higher level, among the people of same level etc. Channels of communication in an organization can be either formal or informal. Formal channel of communication implies flow of communication in a predetermined direction whereas informal channel let the communication flow in any direction. Formal and informal channels of communication can be subdivided further as follows:

Formal: 1. Vertical: a. Downward b. Upward

2. Horizontal

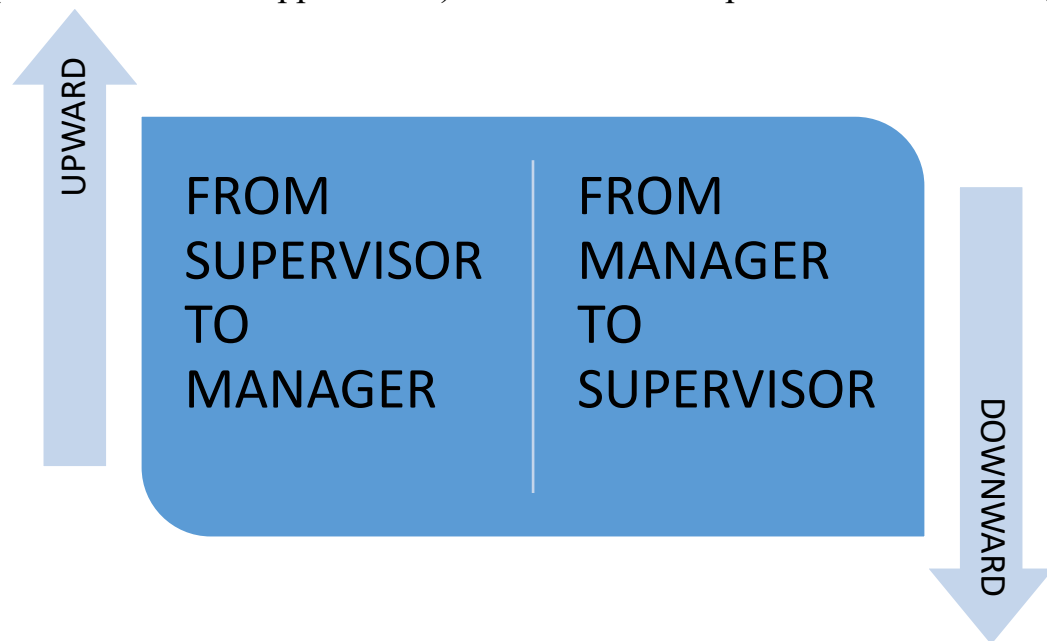
3. Diagonal

Informal: 1. Grapevine

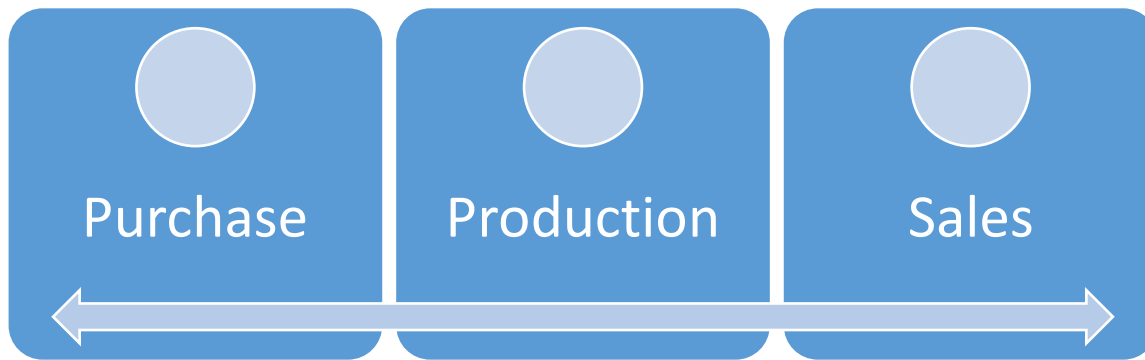
2. Poll

3. Consensus

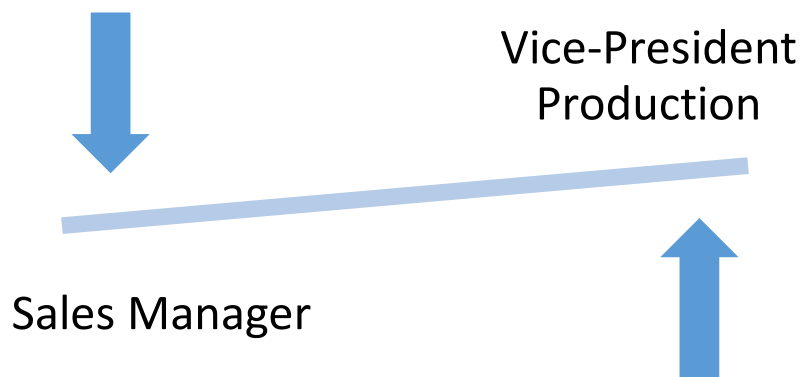
Vertical Channel: When a message flow in a straight line from upper to lower level or lower to upper level of hierarchy it is called as vertical communication. It may be downward (from upper to lower level) like from a manager to a supervisor or upward (from lower to upper level) like from a supervisor to a manager.



Horizontal : When a message flows among the same level of employees or departments in an organization , it is called as horizontal communication like , the communication among the managers of different departments like purchase production , quality control ,sales etc.



Diagonal: When a message is not transmitted in a straight line but in a diagonal manner, means from the higher level of a department to the lower level of another department or vice-versa, it is called as diagonal communication, like transmission of a message from the Vice-President of production department to the Manager of sales department and also of its opposite.

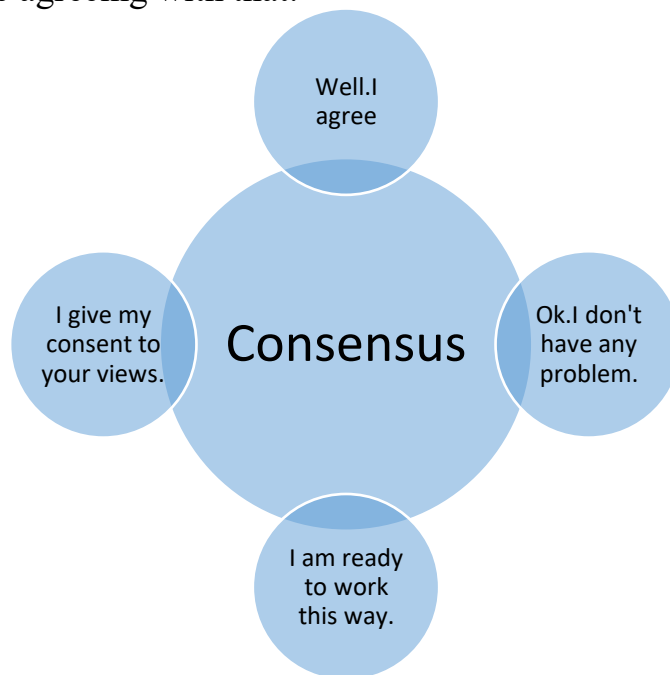


Grapevine : As its name suggests, the message through this channel, flows in a manner like that of a grapevine, in any direction. People working in an organization also communicate many things related to their professional and personal life to one another. This type of communication is termed as grapevine where people share their ideas to anyone and anywhere in an organization. There are many patterns of grapevine like single stranded, gossip chain, cluster, probability etc.

Poll: You must have heard the word poll in reference of elections in our country. Here when we are talking about channels of communication poll refers to an informal channel of communication, helpful in taking the view of majority of employees for arriving at a decision. Sometimes it is needed in a state of confusion. Through polls the opinion of majority of people is perceived and a resolution according to this opinion can be passed. Like, in the example below the decision regarding launch of a new product can be taken after a poll on three different ways for its launch.



Consensus: It is again an informal channel of communication, where some solution to a problem is sought through a healthy group discussion. This discussion aims at the welfare of an organization. In this discussion the views of all the concerned employees are heard and understood. Their opinions are given importance to. Consensus is not something to which everyone is agree, nor like a poll, a decision of majority of the people. It can be seen as a best solution to some problem, for which people give their consent keeping the view of welfare of the organization, though they may not be agreeing with that.



Making communication effective: - The main purpose of all kinds of communication is to generate a desired response in the receiver so that the objective of communication can be achieved. It becomes necessary for us to make our communication effective to achieve this objective. We can make our communication effective by following certain key points. These are also known as the C's of effective communication. These are as follows: -

1. **Clarity:** - First of all we should be clear about our aim of the communication and the idea which is to be communicated. We should be clear about our audience or the receiver. Our message should also be made as clear as possible by the use of simple words and short sentences and direct language.

Examples:

1. *He accomplished the job with ease. (vague expression)*

He did the job well. (clear expression)

2. *He corresponds with his brother regularly. (vague expression)*

He writes to his brother regularly. (clear expression)

3. *He located a new job. (vague expression)*

He found a new job. (clear expression)

4. *Will you be good enough to meet the manager. (vague expression)*

Please meet the manager. (clear expression)

2. **Concreteness:** - Our message should be concrete that means it should not be abstract or imaginary and can be easily perceived by our senses. For making our communication we should use precise terms and specific details.

Example:

That was a horrible accident, biggest tragedy that one could ever imagine. So many lives were lost. (figurative, abstract)

The bus had a major accident due to the land slide in which out of 60 passengers, 48 got killed including the driver. Nine passengers were severely injured and hospitalized. The bodies of some passengers are yet to be recovered. (concrete)

3. **Conciseness:** - We should take care that our message should be as brief as possible as the brief messages can be easily understood. Now a days people do not have time to listen or read anything long. So, we should focus on making our communication concise but it should be complete too. For being concise we should avoid repetition of facts. We should try to use single words in place of long phrases. We should also eliminate unnecessary details.

Example:

We hereby wish to let you know that our company is pleased with the confidence you have reposed in us.

(Wordy)

We appreciate your confidence.

(Concise)

4. **Completeness:** - Our communication should be complete also and no fact should be left incomplete in it. We should use complete sentences with complete meanings. Incomplete messages may confuse the receiver and leads to failure of communication. Example:

Hi all,

Let us meet tomorrow to discuss the product launch event. Please be there on time.

Thanks

Chris

(Incomplete message)

Hi all,

*Let us meet tomorrow at 11am at Conference room 3 to discuss the product launch event.
We will have to decide the keynote speakers and complete the event invite draft tomorrow.
Please be there on time.*

Thanks

Chris

(Complete message)

5.Coherence: - Coherence implies logical and orderly relation of the facts and ideas in a message. All the ideas in a message should be connected to each other logically and they should strengthen the main idea of the message.

Example:

Richly fertilized plains and river valleys are the places where plants grow as well as at the edge of perpetual snow in the high mountains. There is plant growth, not only in and around lakes and swamps but under the ocean and next to it. **(incoherent)**

Plants grow not only in richly fertilized plains and river valleys but at the edge of perpetual snow in the high mountains, not only in and around lakes but under the ocean and next to it. **(coherent)**

6.Correctness: - We should use correct facts in our communication. The communicator should make sure that he should communicate correct message, at correct time, in correct style and correct language which suits to that situation.

Dear David,

Further to our conversation today, I am attaching the plan for the first stage of the project.

Hope the one week deadline is okay with you and your team.

Regards

Sally

(The message has two spelling errors 1. Conservation in place of conversation and 2. Weak in place of week. Though these are minor errors, they could gravely impact the credibility of your professionalism and the brand image of the organization you represent. Therefore, it is absolutely necessary to check all your spellings and prefixes before you send an email, especially if you are sending it to a client or a vendor outside of your company.)

7.Consideration: - Consideration for the receiver is very important for making our communication effective. It is a natural human tendency that if something seems profitable to us we pay our full attention to it so in order to make our communication effective we should focus on receiver's needs, interests and wishes. This consideration for the receiver will be helpful in getting their desired response as they will pay attention towards our message seriously. Consideration for the receiver is also known as 'You-attitude' in the business world. Some examples of consideration in communication are as follows:

<i>Inconsiderate</i>	<i>Considerate/ showing 'you-attitude'</i>
<i>This course will help people who want to learn English.</i>	<i>This course will help you to learn English.</i>
<i>Your complaint has been forwarded for necessary action.</i>	<i>We are sending a service engineer to attend your complaint.</i>
<i>You have failed to pay the dues for the month of July for your cable connection.</i>	<i>The dues for cable TV connection for the month of July remain unpaid.</i>

<i>Goods in bad condition and without the bill will not be exchanged</i>	<i>Goods in good condition accompanied by bills can be exchanged</i>
<i>It is not possible for us to extend locker facility to you since you do not have a fixed / term deposit in our bank.</i>	<i>Extending locker facility will be attended to as soon as we receive an investment in FD/TD from you.</i>

8.Courtesy: - Our communication should be polite and without any kind of aggressive expression. We should always take care that we should be thankful for the people who have helped us. We should show our humble regret for any kind of lapse. We should always care about the emotions of others and try not to hurt them in anyway.

Example:

Dear Suzie,

I have noticed that there are always delays in the orders. You need to focus on the orders department as a priority. Please get all the orders cleared ASAP!

Regards

Greg (rude, discourteous)

Dear Suzie,

Thank you for your work at the book fair. I have noticed that there are orders pending which need to be cleared on priority. I would appreciate it if you could focus on getting these cleared so that we can avoid any delays to the customer.

Thanks a lot, and please let me know if you have any questions regarding the same.

Best,

Greg (polite, courteous)

Barriers to the communication: - The process of communication many times gets disturbed due to some barriers as a result of which either the communicated message is received in a wrong way or it is received incompletely. A barrier to communication can be defined as anything which disturbs or destroys the process of communication. There are many chances of communication breakdown due to the presence of communication barriers during the process of communication. These barriers arise during the process of communication and prevent us from transmitting our ideas meaningfully. The receiver of the message gets confused and does not derive the actual meaning communicated by the sender.



Barriers to Communication: Communication is not always as effective as it should be. Certain external and internal forces impede the flow of communication. They interrupt or block communication, these forces are called Communication barriers. Different types of Communication Barriers are as follows: -

1. Physical Barriers to Communication: -Physical barriers to communication are obstructions in physical form that hinder the communication between two parties. Physical barriers are a result of disturbances in our surroundings which leads to ineffective communication. Its examples include inadequate equipment such as outdated computers, Internet connectivity, background noise, poor lighting, fluctuating temperatures, etc. Basically, climate, distance, and the time gap between the sender and receiver are the major causes of concern when it comes to the barriers in effective communication.

1. Noise

Noise is a sound or malfunction that interrupts the sending and reception of messages during a conversation. Written communication can also encounter noise as an obstacle. A misspelled word or lack of detail in an email or document can cause misunderstandings among the reader.

2. Technical difficulties

Technical difficulties are malfunctions in the tools that employees use to interact with one another. For example, if the internet connection during a virtual video call disrupts, then it can be challenging to decipher the audio, and the clarity of the video on the screen may decrease. Professionals may not be able to understand what the other parties are communicating.

3. Time

Time can impact the promptness and clarity of communication. It can be challenging to convey the urgency of a work situation when the receiver reads and interprets a message later than the sender intended. Time barriers may occur when employees work in different time zones. Employees who interact with colleagues who live in different countries may also encounter this problem.

4. Distance

Distance between coworkers can influence the flow of communication. Employees who telecommute to their workplaces may encounter this problem. Since they can't see their coworkers' body language and facial expressions, it may be challenging to understand messages.

5. Information Overload:

Too much information in one conversation can cause the receiver to misunderstand the context. When the sender delivers multiple messages at once, the receiver may choose to focus on one part without giving enough attention to the other parts. They may miss important details or need

clarification on what the sender meant, which can prolong the conversation and the time it may take to reach a solution.

Semantic Barriers to Communication:-

The **Semantic Barriers** refers to the misunderstanding between the sender and receiver arising due to the different meanings of words, and other symbols used in the communication that may distort the meaning of the message being communicated.

1. **Improper Encoding:** The message is not formulated properly and the language used is so difficult that it could be misinterpreted by the recipient. The message is said to be poorly coded if the wrong words are chosen, the sentences are not sequenced properly, and there is a frequent repetition of words or sentences.
2. **Symbols, or Words with Different Meanings:** There are several words that carry different meanings and often, people get confused with these words and interpret these differently due to the difference in their educational and social backgrounds.
3. **Faulty Translation:** Sometimes, the sender translates the message as per his level of understanding irrespective of the recipient's comprehension level.
4. **Technical jargons:** Often people working in the technical groups such as engineers, production managers, IT managers, etc. use the technical jargons in their communication which is quite difficult for the layman to understand. Thus, the use of technical jargons in communication can act as a barrier.
5. **Pronunciation difference and Spelling Errors:** - Difference in pronunciation acts as a barrier in oral communication and similarly spelling errors create hindrance in transfer of written messages meaningfully.

3. Organizational Barriers: The **Organizational Barriers** refers to those organizations' deficiencies that create problems in the sharing of information among the employees of an organization.

1.Organizational Rules and Policies: Often, organizations have the rule with respect to what message, medium, and mode of communication should be selected. And due to the stringent rules, the employees escape themselves from sending any message.

Similarly, the organizational policy defines the relationship between the employees and the way they shall communicate with each other maintaining their levels of position in the organization. Such as, if the company policy is that all the communication should be done in writing, then even for a small message the medium used should be written. This leads to delay in the transmission of the message and hence the decision making gets delayed.

2. Poor coordination

Poor coordination is a damaging condition to effective communication so that different parts of the organization are working in isolation and not knowing or understanding what other parts are doing.

Top executives are out of touch with lower levels, or departments and divisions are so poorly coordinated that people do not understand how the system works together as a whole.

3. Wrong message type

Selecting a message type appropriate to the occasion is crucial to communication success.

For example, communicating complex job instructions orally may fail because the receiver must rely solely on his or her memory of what was said—or perhaps memory plus sketchy notes.

In this case, a written message will deliver the desired result because the worker can refer back to it as at when needed.

4. Message filtering

In organizations, some messages are filtered or stopped altogether on their way up or down in the organizational hierarchy. Filtering may involve deleting or delaying negative information, or using subtler words so that events sound more favorable. Managers and supervisors usually filter communication to create a good impression about themselves.

5. Status or Hierarchical Positions in the Organization: In every organization, the employees are divided into several categories on the basis of their levels of the organization.

Status consciousness exists in most organizations and is a formidable barrier to genuine communication.

Sometimes people are too conscious of their inferior status or afraid that their superiors might consider them incompetent and unworthy of doing their jobs. Similarly, the high-ups too are strongly conscious of their status. Most status-conscious superiors think that consulting their juniors would be compromising their dignity. These assumptions prove serious barriers to communication between the superiors and subordinates.

6. Complex Organizational Structure : Complexity in organizational structure can also cause barriers to communicate because the of a large number of managerial levels in the organization lead to delay in information or loss of transmission.

7. **Absence of Organizational Facilities:** The organizational facilities mean the telephone, stationery, translator, etc., which is being provided to employees to facilitate the communication. to the need. In the absence of such facilities, the communication may get adversely affected.

4. Psychological Barriers to Communication: Psychological barriers to communication refer to any psychological condition that affects the effectiveness of the communication. A psychological barrier of communication is the influence of psychological state of the communicators (sender and receiver) which creates an obstacle for effective communication. **Psychological barriers** are due to the emotional character and mental limitations of human beings. These barriers result in absent-mindedness, the fear of expressing one's ideas to others, excitement and emotional instability.

1. Closed-mindedness:-

People are sometimes not prepared to receive new information on a subject about which they assume to know everything. Thus, their mind is closed to new ideas, facts and suggestions.

2.Poor listening:- It can pose major communication problems. Most people do not listen very well due to various distractions, emotions, excitement, indifference, aggressiveness and wandering attention.

One of the major reasons for bad listening is an individual's continual thinking about his own problems and worries.

3.Emotions: Emotions significantly affect the effective communication process. Emotions include joy, anger, dispersion, confusion, etc. If a person is not in the right state of mind and has feelings at that moment, it will affect their communicative capability.

4.Lack of Attention: When a person ignores what others say, it is called poor or lack of attention. Consequently, the other person cannot understand the message, so they do not reply with proper feedback.

5. Poor Retention: Retention is the ability of the brain to store and recall information when required. Many people have poor retention capacity and cannot remember the information when needed, and it affects their communication.

6. Viewpoint and attitude:-

Viewpoint is a mindset to look at the world. Sender might have a particular viewpoint that is not shared by the receiver. This results in a barrier to effective communication since the receiver does not comprehend the message as it must be understood.

The attitude we have towards things and ideas shapes our thought process and creates a psychological barrier to communication.

Removal of barriers to Communication: - Communication is a complex interactive process which involves various things other than the sender and the receiver. There are many chances of misinterpretation of our message due to the presence of some barrier. These barriers prevent us from transmitting our ideas meaningfully and confuse the receiver of the message. These barriers can disturb the process of communication at sender's level, at the level of transmission or at the receiver's level. For a successful communication and to achieve the objective of communication that these barriers should be removed. Removal of barriers leads to free flow of communication. We can remove these barriers in following ways: -

1. We should use simple and direct language and at least the language to which the receiver is familiar. We should try to use appropriate words and short sentences so that the receiver can easily understand the meaning of our message and can give a suitable response.

2. We should make sure that the message is well prepared before its transmission.

We should be very careful about the preparation of a message specially when we are going to present a report, delivering a speech, giving an oral presentation, writing in our theory exam.

3. We should try to listen attentively when somebody is speaking to us. Our focus should be towards the sender completely. We should not think about anything else when we are listening or reading anything.

4. To overcome the semantic barriers we should try to use the words which have more exact meanings. If we are using the words which have more than one meaning, our message should be organized in such a way that the receiver can derive that particular meaning which we wish to convey.

5. We should practice to learn a message by reading or listening it repeatedly to overcome the barrier of our weak memory.

6. We should try to receive any message with a positive and healthy attitude towards it whether we like it or not.

7. Before communicating a message we should make sure that the receiver is in calm emotional state and we ourselves too should be in balanced emotional state.
 8. We should try to learn the basic things about the culture of the receiver to overcome the cultural barriers. If we are dealing with a person with a different culture we should acquire knowledge about their traditions, likes and dislikes etc. in order to make our communication according to their cultural environment.
 9. We should try to make the receiver physically comfortable so that he can concentrate on our message and a favourable response can be generated.
 10. We should try to transmit a message at an appropriate time and also give our response promptly.
- The barrier of distance can be overcome by the use of telephones etc.