CHAPTER ONE

AN OVERVIEW OF COMMUNICATION

Concept of Communication

Introduction

What is communication?

The word communication has been derived from the Latin word "communes" which means "common" thus, communication is the exchange of information between a sender and a receiver. According to this communication is the concept of transferring of information and the exchanges of message, ideas and the understanding between the people for the purpose of achieving common meaning.

Generally, the word communication means the act or process of giving or exchanging of information, signals, or messages as by talk, gestures, or writing.

Technically speaking, in the act of communication, we make opinions, feelings, information, etc known or understood by others through speech, writing or bodily movement.

Definition of Communication

The following definitions can help us to understand the meanings of communication from different perspectives.

According to Murphy and Peack definition "communication is a two way process of exchanging idea or information between human being." This means Communication is the sum total of all things one person does when he/she wants to create outstanding in the minds of the other which includes systematic and continuous process of telling, listening and understanding.

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Based on koontz and O'Donnell" Communication is the process of conveying messages (facts), ideas, attitudes and opinions from one person to another person."

H.W Cumming defined communication as an exchange of facts, ideas, opinions or emotions by two or more person.

Communication is the process of people sharing opinion, ideas and feelings with each other in commonly understandable ways. ***(Hamilton and Parker).***

It is defined in the *Merriam-Webster's* dictionary as **"a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior."** *Merriam-Webster online dictionary*. (2008).

According to Lasswell (1948) classic definition of communication, he defines communication as: who (source or sender), says what (message), in which channel (medium), to whom (audience or receiver), with what effect.

Communication is the life blood of any organization and its main purpose is to effect change to influence action.

In any organization the main problem is maintaining effective communication process. The management problem generally results in poor communication. Serious mistakes are made because orders are misunderstood.

How communication exists?

Communication exists when:-

- The sender or transmitter who desirous of passing
- some information The receiver, the whom the message or information is passed on
- The receive should partly or wholly understand the message passed on to him
- There should be some kinds of feedback, the receiver should
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respond to the message The channel of communication, the way how the message is transmit

How we communicate?

We communicate in several ways:

1. ***Written communications***—like:- letters, memos, reports, e-mail, faxes

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2. ***Oral communications***—like:- one-on-one meetings, phone conversations, speeches, video conferencing, group meetings
3. ***Nonverbal communications***—like:- Body language (eye contact, facial expressions), physical appearance etc…

Some of the silent messages people convey through nonverbal communication consist of:

a. Eye contact—indifference, wandering
b. Facial expressions: smile (agreement), frowns (disagreement, surprise
c. Body language: folded arms (closed to suggestions); sitting upright (confidence, pride)
d. Tone and volume of voice: emotions conveyed through pitch, etc.
e. Physical appearance: clean, well dressed etc…

Therefore nonverbally may communicate more than our spoken words.

For Brainstorming

Are you active listener?

By the way, what does it mean that active listing?

Active listening—means listening with a high level of concentration;

Active listening can be defined as giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Why We Communicate

People communicate for different reasons. Those include:

- To inform (E.g.:- to provide information on a new product line)
- To request (E.g.:- request information on a product)
- To persuade E.g.:- (convince someone to buy a product, deal with an organization)
- To build goodwill (E.g.:- congratulations, thank you)

COMMUNICATION STYLES

In general terms, interpersonal communication can be classified as either one-way or two-way. One-way communication occurs when the sender transmits information in the form of direction, without any expectation of discussion or feedback.

For example, a manager may stop by an employee's desk to inform him that a certain project will be due the following day. One-way communication is faster and easier for the sender— because he or she does not have to deal with potential questions or disagreement from the receiver—but tends to be overused in business situations.

In contrast, two-way communication involves the sharing of information between two or more parties in a constructive exchange.

For example, a manager may hold a staff meeting in order to establish the due dates for a number of projects. Engaging in two-way communication indicates that the sender is receptive to feedback and willing to provide a response. Although it is more difficult and time-consuming for the sender than one-way communication, it tends to enable a clear communications exchange by involving both parties.

Basics for Communicating Effectively

The following are basics for communicating effectively:

- Determine the purpose of your communication: Why is the communication necessary?
- Identify the audience: Who is the receiver of the communication?
- Consider what the audience needs to hear.
- Develop a clear, concise, correct and logical message.
- Maintain a positive attitude. (Attitude in writing can be reflected in the word choice).

To give information to others and to gain information from them, ask yourself the following questions.

- **What?** Decide what to communicate.
- **When?** Decide when to communicate.

- **Why?** Decide why you are communicating.
- **Tailor the communication** Make it relevant to your audience.
- **How?** There are lots of ways to communicate.
- **Review**, Review the effectiveness of each method from time to time,

For developing your communication ability/skill, you must do three things:

1. Analyze good and bad examples of communication (many examples, both good and bad) can be found in the text.
2. Use the principles and techniques of good communication (**7c's**).
3. Practice creating your own communications (practice, practice and again practice)

What is a business communication?

Business communication is the process by which people seek to share meaning (business information/idea) via the transmission of symbolic message. This definition contains the following points.

- It involves people trying to understand, how people relate to each other
- It involves shared meaning, people agreement on some terms (ideas)
- Involves symbols, which can be gesture, sounds, words, letters, numbers, etc.

Business communication is the process by which people seek to share meaning via the transmission of business messages.

According to Kotler business communication is an interactive dialogue between the company and its customers.

Business communication plays the role of developing employee's attitude in promoting coordination of performance and job satisfaction in doing jobs.

The term business communication is used for all messages that we send and

receive for official purpose like running a business, managing an organization, conducting the formal affairs of a voluntary organization and so on.

Business communication is marked by formality as against personal and social communication. The success of any business to a large extent depends on efficient and effective communication. It takes place among business entities, in market and market places, within organizations and between various groups of employees, owners and employees, buyers and sellers, service providers and customers, sales persons and prospects and also between people within the organization and the press.

Business Communication is goal oriented. The rules, regulations and policies of a company have to be communicated to people within and outside the organization. Business Communication is regulated by certain rules and norms.

The objectives of business communication

i. **To inform**: the first and foremost objective of any communication is to inform. In today's world, information is power. Communication brings power through information. The dissemination of information converse a wide range of areas, both internal and external. People within the organization have to be kept informed about the organizational goals, objectives, procedures, processes, systems plans, priorities and strategies. Equally important is the objective of ensuring effective external communication with customers, prospects, competitors, suppliers and the public, about products and services, plans, happenings, events and achievements. Some of the expels of communication media used for this purpose by organizations are;

- Interoffice memo/notice announcing meetings
- Telephone calls a customer makes to ask the price of a commodity,
- Employee handbooks explaining a new benefit

ii. **To educate**: Another objective of communication in an organization is to educate, i.e.., to disseminate knowledge and develop skills and attitudes among the people working in the

organization. There is also a need to familiarize them with the systems, procedures and processes. This process of education may extend to customers as well. This may be done through; personal conversation in which a co worker is requested to serve as a volunteer in fund-raising activities; sales letter

announcing clearance of merchandise; report to management on the need to purchase a new computer , etc.

iii. **To train**: communication is an integral component of any training program. Business organizations need to train people to achieve proficiency in specific skills. They have to provide working knowledge and attitudinal inputs through training programs to employees at various hierarchical levels. Training sessions involve teaching instruction, demonstration, practice and discussion. The process of communication is integral to each of these.

iv. **To motivate**: people in any business organization have to be motivated to pursue goals and achieve higher levels of performance, high levels of morale and motivation are a must to ensure high levels of productivity and efficiency on a sustainable basis. Communication provides the means to keep the motivation levels high. Talks, lectures, films, meetings, workshops and non-verbal messages are among the means used to motivate people.

v. **To integrate**: Large business organization has different business units, department and territorial divisions. Each of them pursues different goals, sub-goals and target sections. Communication provides the means for an integrated approach in pursuing organizational goals. Effective communication is vital to ensure that people working in different functional and geographical areas are integrated. Communication binds together people working for a common objective and helps team-building.

vi. **To relate**; good business relationship are a must for the continued success of any business organization. This is basically depending on effective communication. Because communication that provides the means for building and nurturing mutually beneficial relationships both internal and external. They may be among and/or between employees, supervisory staff, top management, customers, suppliers and retailers etc…

vii. **To promote**: promotional efforts are a must for any organization to fully achieve its objectives. One of the marketing promotions relates to various activities. Such as advertising publicity and public relations through effective communication. In the marketing concept the customer is said to move from stage to stage till the translation

is completed. They move progressively from the state of awareness of the need for a product to the knowledge of the product, and thereafter to a state of product preference. The needs of the customers develop into effective demand for products, resulting in the purchase of the product or availability of the service. Promotional aspects of the service are particularly relevant in a service industry like banking or insurance. For this they have to organize effectively promotional measures, which seek to inform, educate, persuade and actualize the clients/markets.

viii. **To Facilitate:** effective communication is to facilitate organizational activities. Like organizational decision making: decision making is spread across all the functional areas personnel, marketing accounting, production and maintenance. Day-in day-out, people in organizations keep taking decisions at various hierarchical levels. People at higher levels in the organization command respect depending upon their decision making abilities. Any such decision making, however, depends on the availability of adequate and timely inputs. It calls for facts, figures, analysis, deliberation, classification, confirmation and evaluation. Communication both oral and written in general facilitates decision making in any business organization.

These objectives of communication must be emphasized in a dynamic and ever changing organization depending up on the nature and functions of the organization, the range of the people it deals with and the sensitivities involved, the process of communication assumes new dimensions.

Significance of Communication

The ability to communicate is important in all aspects of life. In business, having excellent communication skills is requested by employers recruiting and promoting individuals. A successful applicant should have excellent

communication skills, both oral and written. The ability to communicate effectively with others is named by many employers as a top attribute of the successful business person.

If your communication skills are poor, others tend to question your abilities. Accuracy in speaking, spelling, punctuation, and grammar reflect on your abilities. Employees are judged on

their competence in these areas. Your communication skills reflect on your organization's image as well as your image.

Presenting yourself well in both oral and written communication projects a favorable image of both you and your organization. Or develop goodwill or positive image.

Effective communication can be contributed for the organization on the following manner:-

- Develops an attitude that promotes the coordination of performance
- and job satisfaction. To perform and operate any personal and organization activities.
- Provide valuable information for on organization and employees.
- Effective communication promotes the spirits of understanding and
- cooperation. Support a business organization to be competitive.
- Helps for meetings of personal responsibilities.
- To evaluate or collect information such as performance evaluation record, quality control reports, budget performance reports.
- To instruct workers by means of instructional manuals, oral directions
- Clear up problems- eliminate or reduce misunderstanding in the organization and overcome grievance.
- Served to persuade information for the other party or organization
- Communication facilitates customer relation, labor relation, marketing process, public relation, sales, teaching, researches, promotion etc…

Communication in Value chain Management

Effective communication can make the value chain faster, more efficient and more effective than ever before. When standards, best practices, and priorities are communicated properly, every touch point along your value chain is essentially improved. Every last resource is being used to its

maximum potential to align what the value chain is capable of with your long-term objectives as a business. People are working smarter, not harder, and both you and your stakeholders are enjoying the benefits - particularly in terms of cost-savings.

When you consider the fact that the number of entities in the value chain has increased over the years, it makes clear communication at all levels even more important. Without communication, you take a problem and turn it into a much bigger and more expensive one in an instant.

Therefore for achieve maximum productivity; enhanced communication needs to be introduced throughout the entire value chain – including suppliers, traders, processors and retailer.

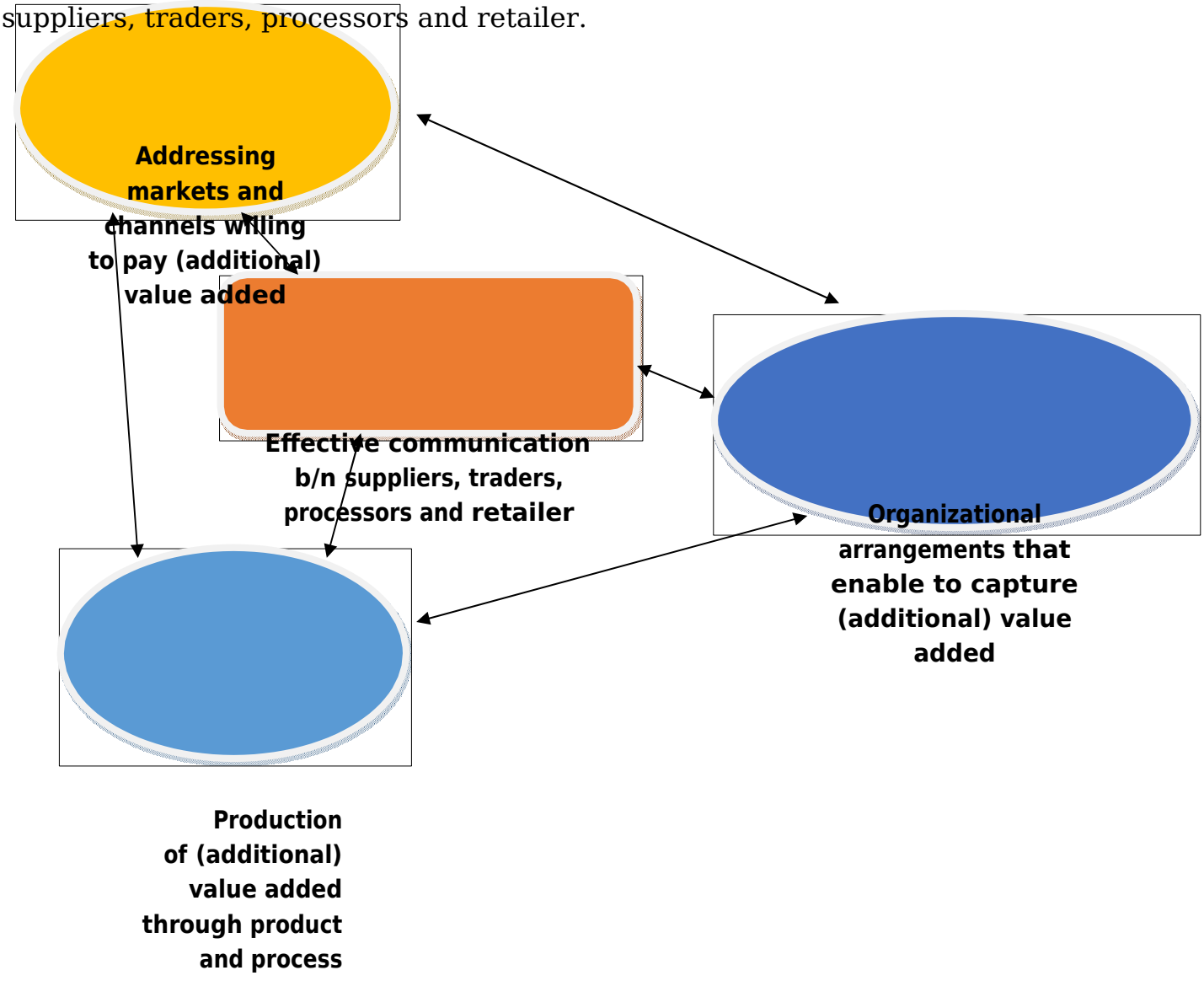


Fig. 1.1 Role of communication in value chain management

Advantages of Effective Communication in Value Chain Management

For a value chain management professional effective communication is a crucial element in the job. The communication with co-workers, clients and customers etc need to be managed effectively to make the value chain achieve success. The following are some of the advantages of effective communication in the value chain.

Increasing Productivity

If the communication is effective then there will not be any need for repeated communication. There will not be any necessity for clarifying often and wasting time. It is necessary to make the communication clear by making the subordinates and superiors understand the matter effectively. Setting priorities and assigning tasks will become easier and this will lead to increased productivity.

Improving the Morale

When the communication between a value Chain Manager and worker is clear it boosts the morality of the workers and improves their performance. If the communication between the management and employees are effective then the confidence of the employees will increase. Expectations of the employees will be fulfilled through clear communication which will improve the morale of the employee.

Developing a Team

When the communication between the value chain Managers and employees become clear it can contribute to the building of a successful team. If the expectations and goals of both employees and management become aligned it will lead to a strong team.

Legal aspect of Business Communication

Legal aspect refers to the selection of words used in Business Communication so as to ensure their conformity with the rules and regulations laid by the country's business law failure to which may cause a person to be up against legal actions.

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person to be up against legal actions.

A person or the communicator should be mindful of the following areas while communicating with

1. Defamation

2. Invasion of privacy

3. Fraud

4. Misc. areas.

1. DAFAMATION:

"The un-consented & unprivileged publication of a false idea which injures the reputation of a person in a society is called Defamation."

We will dilate on this area by giving a focused view to some of the important terms used in the definition.

Un-consented:

Un-consented means "without agreement". This makes the first point clear that whatever a person is to defame the other person. It is against the will or consent of the other person.

However, in some of the cases the act of defamation is carried out with the consent of the person who is aimed at. Some of those cases are as under.

- Showbiz
- Sports
- Politics

Unprivileged:

This means "Unrightfully". It's plain to understand that it is defaming another person when he is not given the privilege or right by the law to defame.

Some bodies/organizations/persons have the privilege to make defaming information/material known to the people other than the two persons in question. Privilege is mainly of two types.

- Absolute privilege
- Conditional/Qualified privilege

Absolute Privilege:

A person has absolute privilege to defame the other person means he has been given full right by the law to defame the other person on any matter whatsoever. This case is limited to the following areas:

_ Judicial Proceedings

_ Assembly Proceedings

_ Official Proceedings

Judicial Proceedings:

A particular action or a course of action in the law court is called Judicial Proceedings. The Lawyers in such proceedings have full right to defame the person against whom a suit is filed.

Assembly Proceedings:

Legislature is the place where representatives of political parties have full liberty to ensure the government or vice versa.

Official Proceedings:

Government bodies have been given absolute privilege to defame the nabbed person.

Conditional / Qualified Privilege:

Privilege under certain conditions or privilege to defame on certain matters is called Conditional Privilege. For example, an employer may defame his employee on the following matters.

- Tenure
- Salary0
- Responsibilities

Publication:

When a defamatory matter is made known to a third party either intentionally or unintentionally it's called publication. Publication branches off into two types:

- Slander
- Libel

Slander:

Slander is an oral defamation.

Libel:

It means to use written material such as newspapers, letters, pictures etc. to defame a person.

As against slander, libel is considered as the severer one and is of more serious consequences because the defamatory material is at hand to drag the defamer to the court of law.

False Idea:

A statement which is termed as defamatory should be false in its nature. If it's right and not false, then it can never be termed as defamation. Therefore, if in a court of law the defendant proves that whatever he made public about the plaintiff is absolutely true, he could no more be liable in the case of defamation.

Person:

A natural individual

Injury:

Harm

Society:

Any person other than the defamer and the person who is defamed or in short, third party member

2. INVASION OF PRIVACY:

a. Intrusion into a Person's Physical solitude:

This sheds light upon the fact that there are certain activities we engage in our solitude or loneliness. If a person infringes upon another person's such activities, he's invading upon that person's privacy.

b. Disclosure of private facts about an individual:

If some private facts shared by two individuals are disclosed by any one of person, it's invasion of privacy.

c. Using a person's name or identity for a commercial purpose without his permission:

We call it invasion of privacy when without the consent of a person, his name or identity is used.

d. Throwing false public light to a person unintentionally:

If unintentionally a person is exposed to public attention censure then the person responsible for it may have the court of law to answer to for invading upon the innocent's privacy.

3. FRAUD:

"Fraud is an intentional misrepresentation of facts with a view to induce the other to enter into a contract".

Essential Elements of a Fraud:

a. It must be intentional:

To do a fraud a person should willingly misrepresent a fact.

b. It must relate to a material fact:

It means that a fraud is always related to an important fact (A fact upon

which a contract is made).

c.It must be given before the conclusion of the contract:

This signifies that a fraud is always done before the ending of a contract. After the end of the contract a fraud cannot be termed as a fraud even if it is a fraud. Therefore, making the person responsible for the fraud is not liable for any legal proceedings.

d.It must induce the other party:

A fraud is designed in a manner so as to compel the other party to engage in a contract.

e. It must be a statement of fact not a statement of opinion:

It means that it should base upon a concrete fact, which does not vary from person to person.

f.It must result in a loss to the aggrieved party:

It makes the point distinct that a fraud is always end in a financial loss to the victim.

4. MISC. AREAS:

a.Currency notes and Government papers etc:

A person who counterfeits currency notes, treasury bills or bonds may find himself in the court of law for a crime like that.

b.Copyright:

Theft of copyright material such as republishing a book without the consent of the publisher and reproduction of an authorized recorded tapes or CDs may cause a person liable to legal actions.

c.Pornographic material:

Any obscene material, which is against the morality

CHAPTER TWO
PROCESSES OF COMMUNICATION

After completing this unit, you will be able to:

- ✓ ***Identify elements of communication.***
- ✓ ***Understand the processes and steps of communication.***
- ✓ ***Identify the barriers and road blocks of effective communication***

Introduction

Communication is a **process** of transmitting and receiving verbal and nonverbal message. Communication is considered effective when it achieves the desired reaction or response from the receiver.

As a process business Communication is the system by which a message goes to the sender from the receiver in an organized way. According to Mr. Kreitner, Business Communication process is a chain made up of identifiable links.

According to S.K. Kapur, "The Communication process is the method by which the sender transfers information and understanding to the receiver." so, we can define Business Communication as the method by which sender and receiver exchange necessary information.

Communication is a two way process of exchanging ideas or information. The process of communication has six components: sender/encoder, message, medium, receiver/decoder, and feedbacks.

2.1 Elements of Communication

Business communication has six components: sender/encoder, message, medium, receiver/decoder, and feedbacks.

1. Context

- Every message, whether oral or written, begins with context. Context

is a broad field that includes country, culture, organization, and external and internal stimuli.

- Another aspect of context is the external stimuli
- Internal stimuli have effect on how you translate ideas into a message.

- Your attitudes, opinions, emotions, past experiences, likes and dislikes, education, job status and confidence

2. Sender / Encoder

Sender is the person who initiates the process of communication. He generates an idea in his mind regarding production invention, innovation, request, order, enquiry etc. So, he is the first factor of communication process and his function is to generate an idea. Therefore, it is necessary that the idea should be clear, and convertible into message. For this purpose, the sender needs to apply his knowledge and imaginative power.

- While sending a message, you are the “encoder”, the writer or speaker, depending on whether your message is written or oral.
- express your message so that the receiver(s)
- react as you desire
- You decide which symbols best convey your message and which message channel will be most effective among the oral and written media (letter, memo, telephone, etc)

3. Message

The idea in the mind of sender is transformed into words that is called message. The sender decides on the length, style, organization and tone of the message. The message may be presented in many ways, depending on the subject, purpose, audience, personal style, mood and cultural background.

The message is the main idea that you wish to communicate; it is of both verbal (written or spoken) symbols and nonverbal (unspoken) symbols. First decide exactly what your message is. Also consider the receiver of your message.

4. Medium/Channel

The media of transmission of message are electronic media as T.V., radio, computer and print media as newspapers, letter, magazine etc. media play a

very important role in helping the receiver's understand the message. A wrongly chosen medium can interrupt the process of communication; Selection of medium depends upon message, audience, urgency and situation.

- It means the way by which a message is communicated
- You can choose electronic mail, the printed word

- The choice of medium is affected by the relationship between the sender and the receiver.

5. Receiver / Decoder

Receiver is the person who gets the message from the sender, decodes it, understands it and interprets it.

- The receiver / decoder of your message are your reader or listener.
- influenced by nonverbal factors such as touch, taste, and smell

6. Feedback

Having understood the message, the receiver responds to the sender in yes or no or asks further questions. This process is called feedback.

- Feedback can be oral or written; it can also be an action, such as receiving in the mail an item you ordered. Sometimes silence is used as feedback, though it is not very useful. Senders need feedback in order to determine the success or failure of the communication.

The process of communication

Communication is a two way process of exchanging ideas or information.

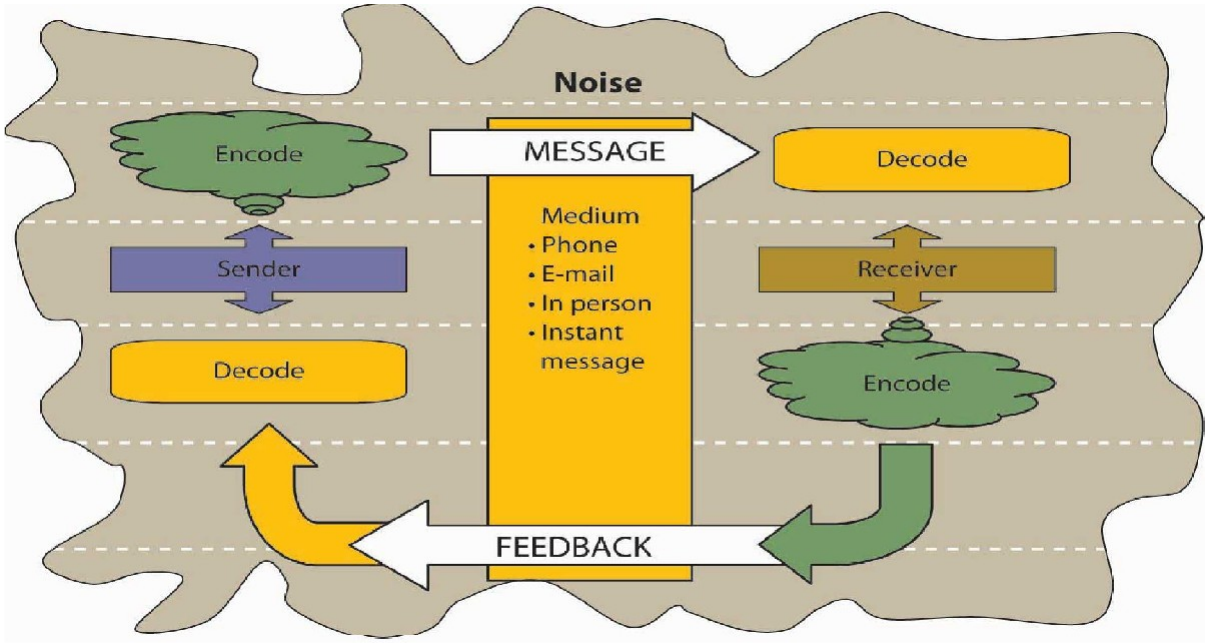


Fig.2.1 The model of communication process

1. Sender's thoughts:-

The very first step in the process of communication is generation of thought in the sender's mind. These thoughts may be about a request, order, inquiry production or any other such activity.

2. Encoding / Message:-

The thought generated in the mind of sender is ambiguous and unable to be communicated unless it is put into a receivable form. This step is known as encoding where the sender converts his thought into a message by means of a language. For example, a sender thinks about having a job. Now, he will put his thought on a paper. That is called job application. In his way, his thought becomes a message.

3. Transmission through media:-

Once a thought is converted into message, it should be transmitted to the receiver through a suitable medium. This media might be electronic media as T.V., E-mail, radio etc. or it may be print media like newspaper, magazines, letters or merely sound that is transmitted through the medium of air.

4. Noise and Barriers:-

While transmitting the information to the receiver, the sender faces lots of barriers.

5. Decoding by Receiver:-

Having received the message from the sender, the receiver attempts to understand and interpret the message. This process of converting the language of message into thoughts is known as decoding. For instance, the receiver, having received job application, reads the application and understands the message conveyed by the applicant.

6. Idea Received:-

As soon as the process of decoding is finished, the idea given by the sender is received by the receiver. It means the thought that was generated in the mind of sender has been transmitted to the mind of receiver. In our example, the sender wanted to inform the receiver about his thought of

having a job. Now the sender has got this idea.

7. Feed back: - Process of communication is incomplete until the receiver responds to the sender. This response may be negative, positive, or for further enquiry. It means when the

receiver of job application welcomes or regrets the sender, the process of communication is deemed to be complete.

2.3 Barriers to Communication

The noise and barriers of communication are explained as follows:

(i) On sender's side: - Noise and barriers may take place during the process of encoding. Some of them may be caused by distraction, lack of concentration, typing mistake, poor language etc.

(ii) In the medium: - Some barriers are caused by medium such as poor transmission on T.V. and radio misprinting in newspapers etc.

(iii) On receiver's side: - The receiver can also create certain barriers to the receiving of message such as poor reading ability, emotions, lack of concentration etc.

(iv) Barriers Involving Values, Attitudes etc…

A receiver's attitude toward a message can determine whether it is accepted or rejected. The effectiveness is influenced also by the values, attitudes, and opinions of the communicators. People react favorably when they receive agreeable message. Receivers' views of the information will affect their response. This response could be what the sender desires or just the opposite.

(v) Barriers related to close mind:- Some people hold rigid views on certain subjects. They maintain their rigid views regardless of the circumstances. Such a closed minded person is very difficult to communicate to.

(vi) Barriers related to Abstracting

Selecting some details and omitting others is a process called abstracting. On many occasions abstracting is necessary. However, you should be cautious about "slanted" statements. Differences in abstracting take place not only when persons describe events but also when they describe people and objects.

(vii) Physical Barriers: - Communication does not consist of words

alone. Another set of barriers is caused by your own physical appearance, your audience, or the context of the document or the presentation. Your ideas, however good and however skillfully imparted, are at the mercy of various potential physical barriers.