

UNIT 1

Types of Communication

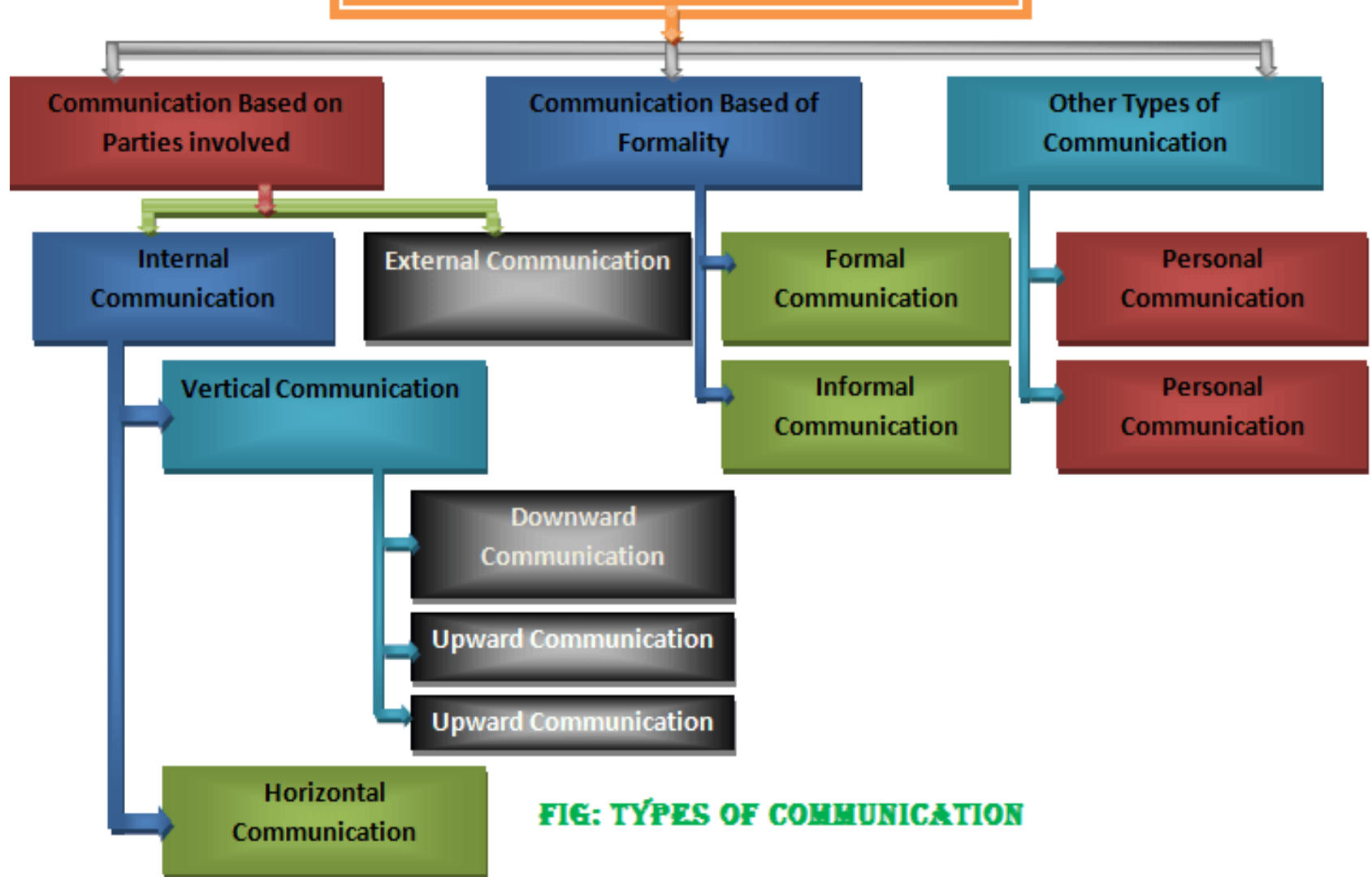


FIG: TYPES OF COMMUNICATION

Communication based on parties involved: Communication is mainly two types on the basis of parties involved in the communication process. These are internal communication and external communication.

Internal communication: Internal communication refers to the flow of information to the internal participants of an organization. It happens only within the organization. The main purpose of this communication is to ensure smooth functioning of organizational activities. Internal communication may be of two types: Vertical communication and horizontal communication.

Vertical communication: When information flows between superiors and subordinate of an organization, it is known as vertical communication. Vertical communication can be of three types: Downward communication, upward communication and diagonal communication.

Downward Communication: Downward communication occurs when information flows from superiors to subordinates. Through downward communication, superiors send organizational goals, policies, job assignments, orders, instructions etc to their subordinates.

Upward Communication: Upward communication occurs when information flows from subordinates to superiors. Through upward communication, subordinates convey their responses, reactions and performance feedback to their superiors.

Diagonal or cross communication: Diagonal communication occurs when information flows between persons at different levels who have no direct reporting relationships. Diagonal communication is used to speed information flow, to improve understanding and to coordinate efforts for the achievement of organizational goals.

Horizontal communication: When information flows among persons holding the same position or rank in the organization, it is called horizontal communication.

External communication: When an organization communicates with external or outside parties, it is called external communication. External parties include customers, suppliers, investors, bankers, insurance companies, government agencies, local communities etc. the main purpose of external communication is to exchange information with the outside parties.

Communication based on formality: Communication can be classified on the basis of the formality into two types: formal communication and informal communication.

Formal communication: When communication occurs by following the prescribed rules and procedures of the organization, it is called formal communication. Formal communication is governed by the established chain of command.

Informal communication: When communication does not follow any prescribed rule or procedure, it is called informal communication. The basis of informal communication is spontaneous relationship among the participants. Informal communication is sometimes more powerful and more effective than formal communication.

Other types of communication: There are two other useful types of communication. These are as follows:

Personal communication: When people exchange information related to their personal lives or personal affairs, it is called personal communication. Every person engages himself or herself in personal communication. Personal communication occurs among the parties within the organization and outside the organization.

Mass communication: Mass communication is a process of transmitting messages to a large number of scattered audiences. Through mass communication, information can be transmitted quickly to a large number of people who generally stay far away from the sources of information. Mass communication is done through radio, television, newspaper, magazine, leaflets etc.

ROLE OF BUSINESS COMMUNICATION

Communicating With One or Many

Good business communication means that the message you want to send is received by your audience without any distortion in the meaning. It is easier to do this in person or over the phone because you get instant feedback as to whether you are understood. In business this is not always possible because most communication is "one-to-many," meaning that one person communicates with two or more people. The chances for distortion in your message are greater. The role of good business communication is to reduce or greatly eliminate the dissonance that occurs when one person is communicating with one other person or, more commonly, with many others.

Business Innovation

If your company is planning new products or services, communication can play a pivotal role in how good your product is, how fast you bring it to market and how well your sales force performs. New product development is often accomplished in small teams working together. If these small teams are communicating with each other in an open and honest fashion, innovation has a greater chance of success. New product development communication needs to be concise and accurately worded and generally the communication needs to be archived for future reference. If your company is developing a complicated automotive product, plans, spec sheets and email memos need to be available to all teammates as well as meeting recaps and minutes.

Shaping Company Morale

If your company is faced with a business downturn, the CEO can do much to bolster employee morale. This is an example of "one-to-many" communication where the CEO talks to employees in a company-wide meeting. Whether the CEO is an extrovert or an introvert, a natural communicator or one who does not relish the role, his style is less important than substance. If he is honest and open about the firm's prospects and what actions are under consideration to alleviate the situation, employees will most likely respond positively.

Sales and Marketing

A salesperson calling on individual accounts must typically master the art of one-to-one communications. In this situation a salesperson must be able to communicate product benefits, price, payment terms and other aspects of the sale in a clear and unambiguous way. If a prospect is on the fence as to whether he will buy, the salesperson must be adept at reading body language and overcoming objections. Company marketing materials are representative of the one-to-many communications type. They come from the company and are directed to a large audience of past, current and potential customers. Sales and marketing communications have a role in shaping the company's image. These communications are often the frontline messages people will recall about an organization.

Communications Audit

To better understand if the role communication plays in your company needs improvement, undertake a communications audit. Typically this is accomplished via a short questionnaire where everyone in the company is asked to respond honestly. Questions about how well employees perceive internal communications as well as how they see company communications with outside customers, suppliers and other stakeholders are included. Results are analyzed and communicated with employees in an effort to improve the role communications plays in the company.

PURPOSE OF COMMUNICATION

1. Expression of needs and want – to regulate the behavior of another person to get something.
2. Information transfer – to convey information from person A to person B.
3. Social closeness – to establish and maintain relationships with others.
4. Social etiquette – to conform to the social conventions of politeness.

CHARACTERISTICS OF GOOD COMMUNICATION

Completeness (context)	<ul style="list-style-type: none"> t answer all questions asked t give something extra, when desirable t check for the five W's and any other essentials
Conciseness (style)	<ul style="list-style-type: none"> t shorten or omit wordy expressions t include only relevant statements t avoid unnecessary repetition
Consideration (context/delivery)	<ul style="list-style-type: none"> t focus on "you" instead of "I" or "we" t show reader benefit/interest in the reader t emphasize the positive, pleasant facts t apply integrity and ethics
Concreteness (style/sources)	<ul style="list-style-type: none"> t use specific and accurate words, facts and figures t put action in your verbs t choose vivid, image-building words
Clarity (organization/sources)	<ul style="list-style-type: none"> t choose short, familiar, conversational words t construct effective sentences and paragraphs t achieve appropriate readability (through headings and transitions) and listenability t include examples, illustrations, and other visual aids, when desirable
Courtesy (delivery)	<ul style="list-style-type: none"> t be sincerely tactful, thoughtful, and appreciative t omit expressions that irritate, hurt, or belittle t grant and apologize good-naturedly
Correctness (style)	<ul style="list-style-type: none"> t use the right level of language t maintain acceptable writing mechanics t choose nondiscriminatory expressions t apply all the other pertinent "C" qualities

Communication and Its Process.



What is Communication?

- **Communication is the art of transmitting information, ideas and attitudes from one person to another. Communication is the process of meaningful interaction among human beings.**
- ★ **Personal process**
- ★ **Occurs between people**
- ★ **Involves change in behaviour**
- ★ **Means to influence others**
- ★ **Expression of thoughts and emotions through words & actions.**
- ★ **Tools for controlling and motivating people.**
- ★ **It is a social and emotional process.**

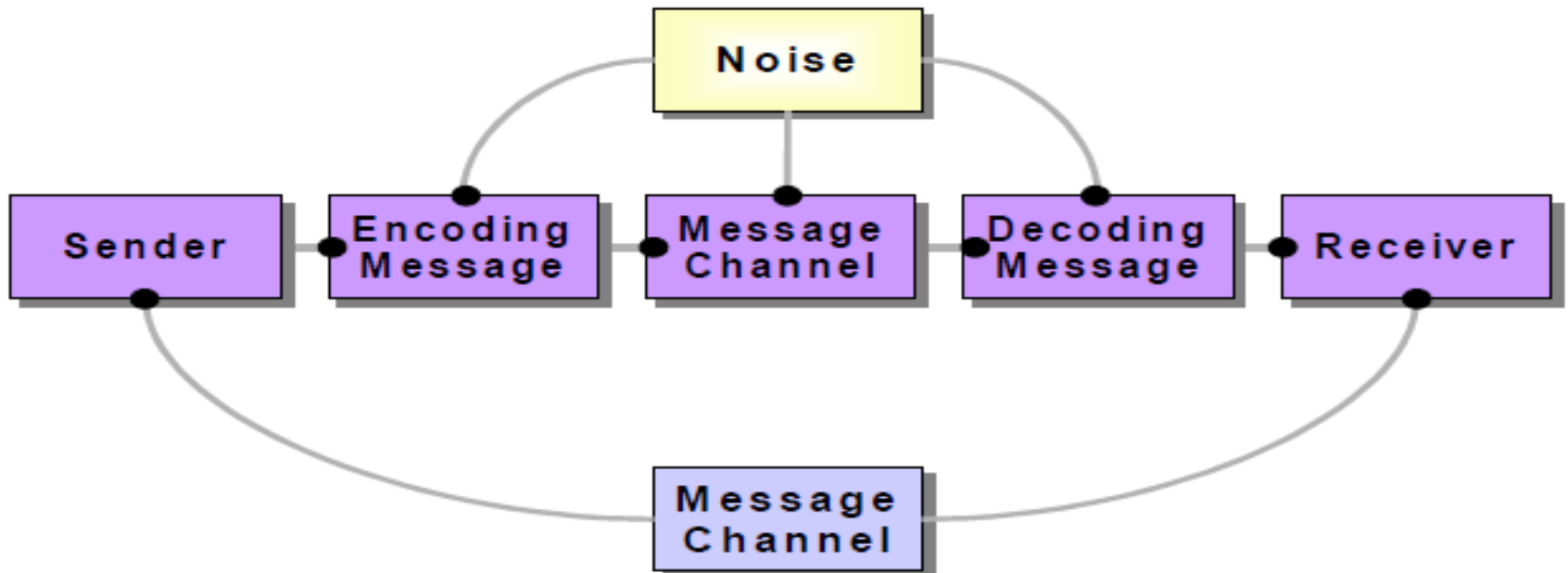
Features of Communication



- Two-way Process
- Information Sharing and Understanding
- Verbal and Non-Verbal.
- Circular Flow.
- Goal Oriented.
- Continuous Process
- Pervasive Activity.

The Communication Process

The Communication Process





- **Message:** Message is a key idea that the sender wants to communicate. It is a sign that elicits the response of recipient. Communication process begins with deciding about the message to be conveyed. It must be ensured that the main objective of the message is clear.

COMPONENTS OF COMMUNICATION PROCESS



- **Sender / Encoder**

Sender / Encoder is a person who sends the message. A sender makes use of symbols (words or graphic or visual aids) to convey the message and produce the required response.

For instance - a training manager conducting training for new batch of employees. Sender may be an individual or a group or an organization. The views, background, approach, skills, competencies, and knowledge of the sender have a great impact on the message.



- **Encoding** – Encoding is the process where the information you would like to communicate gets transferred into a form to be sent and decoded by the receiver.



- **Channel** – Channels are the way you convey your message. These channels include verbal such as telephone, and face-to-face conversations as well as non-verbal such as e-mail and text messaging. Each individual channel has its strengths and weaknesses in terms of communicating.
- For instance - Written medium is chosen when a message has to be conveyed to a small group of people, while an oral medium is chosen when spontaneous feedback is required from the recipient as misunderstandings are cleared then and there.



- **Decoding** – Decoding is on the receiving end of communication. This stage is just as important as encoding. Communication can go downhill at this stage if the receiver is not practicing active listening skills or if they do not possess enough information to accurately decode the message



- **Receiver** - Receiver is a person for whom the message is intended or aimed. The degree to which the decoder understands the message is dependent upon various factors such as knowledge of recipient, their responsiveness to the message, and the reliance of encoder on decoder.



- **Feedback** - Feedback is the main component of communication process as it permits the sender to analyze the efficacy of the message. It helps the sender in confirming the correct interpretation of message by the decoder. Feedback may be verbal (through words) or non-verbal (in form of smiles, sighs, etc.). It may take written form also in form of memos, reports, etc.

IMPORTANCE OF COMMUNICATION MANAGEMENT

Better Employee Relations

The best managers understand the need for building alliances, and communicating throughout all levels of the organization. Effective communications skills are a must for breaking down barriers, which promotes the collaborative atmosphere that an organization needs to thrive, according to "Forbes" magazine. A typical employee's engagement and interest in work varies from day to day. Astute managers accept this reality, but can tailor their own communication style to motivate an employee to achieve the desired result.

Gains in Productivity

Whether they realize it or not, managers are the trump cards of a company's productivity efforts. Managers must clearly articulate strategies and plans, so that an employee team knows what to do, and how the company envisions them being carried out, as the ere.net website states. At the same time, each team member should understand his role, and why his particular task is so important. If the manager can't make that case, employees grow complacent and less interested in their work.

Impact of Globalization

Cross-cultural and linguistic work teams are increasingly common features in today's globalized workplace. For example, Asea-Brown-Boveri's 125 employees may carry 25 passports, and hold citizenship in multiple countries, the "Graziadio Business Review" notes

Managers must devise new communications strategies to interact with an increasingly multicultural, multinational workforce. Employees also may identify with several different national groups, not just one, which managers must consider when trying to communicate a company's goals and objectives.

Multigenerational Relations

Conflicts are likely, if not inevitable, when employees from different generations find themselves working together. Good communications skills are a must for managers wanting to succeed in this environment. For example, the competitive drive of Baby Boomer employees born between 1946 and 1964 may not sit well with Generation X and Y peers, born in 1965 or later, who desire a less intense work life. Managers must avoid blanket stereotypes when trying to encourage the various groups to interact with each productively

Problem Solving Skills

Effective communication and problem solving skills go hand in hand. Employees who struggle on the job naturally look to managers for guidance to solve their problems, executive consultant Joelle K. Jay notes, in an article posted on her website. A manager who lacks discretion, however, is unlikely to gain the trust he needs to address co-worker conflicts, declining performance or substance abuse issues. Failure to address these situations, in turn, jeopardizes the organization's productivity and ability to carry out its mission.

COMMUNICATION STRUCTURE IN AN ORGANISATION

Chain Structure

The "chain" or "line" communication structure involves direct lines of communication between members of each rank directly above and below the message's origin point but not with members on any other point in the chain. For instance, a department head can communicate directly with the vice president directly above him or the manager directly below him but not with the line worker several steps below him or the company president several steps above him.

Circle Structure

The "circle" structure resembles the chain structure, in that each link only connects to the two links on either side. The difference is that two links in the chain "close" to form the circle. The circle structure is less concerned with hierarchy than the chain structure, so the circle does not have the authoritarian weight found in the chain. However, the lack of a clear authority can lead to inefficiencies, such as a reduction in clarity as the message gets passed around the circle.

Star Structure

In the "star" structure, communications revolve around a central point. Each participant in the outer branches of the star communicates her message to a central authority, who then distributes the message to the other participants. For instance, a sales representative will communicate a customer's wishes to the sales manager, who will then pass on the message to the rest of the sales staff. While the star structure maintains the clarity of the message, by requiring that the message goes through a central point, it can inhibit the participants from communicating such important messages directly with each other.

All-Channel Structure

The "all-channel" structure blends the features of the circle and the star structures. The all-channel structure allows each participant to communicate directly with every other participant. This structure is highly effective for accomplishing complex tasks, as it allows all participants the opportunity to contribute to solving the problem. However, the lack of a central authority can lead to communication overload and can slow decision making.