

1. ESSENTIALS OF COMMUNICATION

Q.No.1. Explain the importance of business communication. (C)

INTRODUCTION

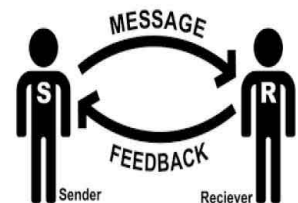
Communication is a two-way process in which there is an exchange of ideas or thoughts linking the sender and receiver towards a mutually accepted direction or goal. In general, it is a means of connecting people or places.

- There is no doubt that Communication is so fundamental that without it no organization can exist and function effectively towards achieving its objectives.
- Communication is the principal means by which members of an organization work together. It helps to bind them together, enabling them to react to and influence each other.
- No manager can be effective in his job unless he is able to communicate. It is, therefore, apt to call communication the "life-blood" of an organization.
- As **Sir John Harvey-Jones** says, "communication is the single most essential skill."
- Professional and result-oriented organizations are always looking for managers who can communicate persuasively and competently.
- It has been pointed out that about nine tenths of a manager's time is spent in communicating, one way or the other. It lies at the very heart of management.
- Powerful concepts in management such as participation, empowerment and involvement revolve around communication.

Q.No.2. Define the term Communication. Explain the factors which are responsible for the growing importance of communication of an organization. (OR)
"Importance of communication is increasing day - by - day in the business organizations". State the reasons for this increasing importance. (A)
 (PM, RTP - N15, RTP - M17, N05 - 2M, M 09 - 5 M, N 13 - 4M, M11 - 4M)

INTRODUCTION AND MEANING:

- Communication is a two-way process in which there is an exchange of ideas or thoughts linking the sender and receiver towards a mutually accepted direction or goal. In general, it is a means of connecting people or places.
- Communication is the fundamental element of the organization to function effectively in achieving the objectives.



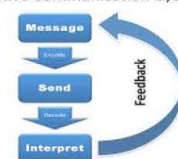
IMPORTANCE OF COMMUNICATION AND FACTORS RESPONSIBLE FOR THE IMPORTANCE OF COMMUNICATION

The following factors are responsible for the growing importance of communication:

a) Growth in the size and multiple locations of organizations:

- Most of the organizations are growing larger and larger in size.
- As a result, if proper communication structure is not designed then it becomes difficult to maintain the complex organizations.

Effective Communication Cycle



b) Growth of trade unions:

- Over the last so many decades, trade unions have been growing strong. No management can be successful without taking the trade unions into confidence.
- Effective communication will create relationship between the management and the workers.

c) Growing importance of human relations:

- Workers in an organization are not like machines. They have their own hopes and aspirations.
- Management has to recognize them and should work with a spirit of community so that human relations may be maintained. It is possible only through effective communication.

**d) Public relations:**

- Every organization has a social responsibility towards customers, government, suppliers and the public at large.
- Communication is the only way an organization can project a positive image of itself.

**e) Advances in behavioral sciences:**

- Major researches are being carried out in behavioral sciences like sociology, psychology etc.
- They provide us good knowledge about human behavior and role of communication to influence the human behavior.
- Managers should know that art of communication to influence people.

f) Technological advancement:

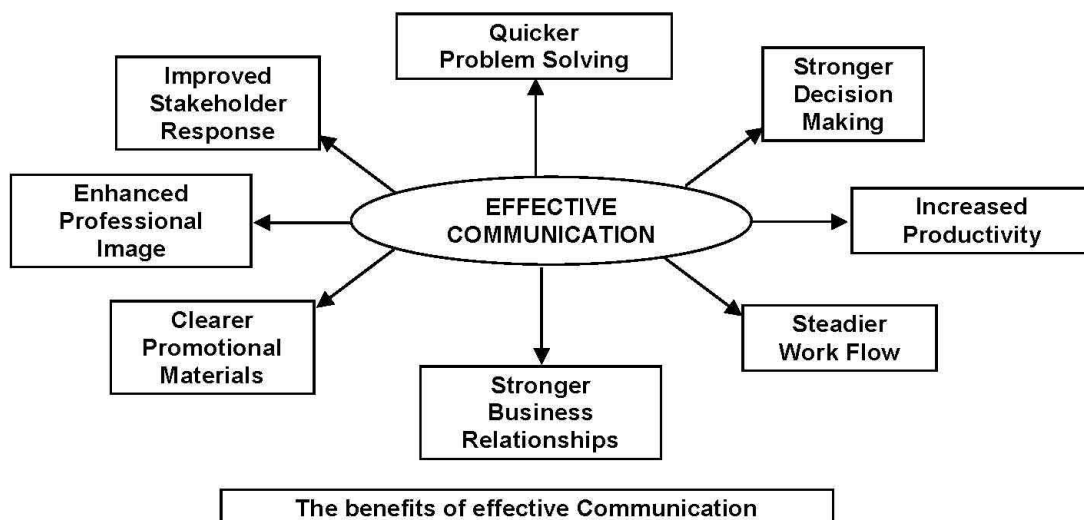
- The world is changing very fast, due to scientific and technological advancements.
- In such a situation, communication should be done very fast and efficiently otherwise organizations cannot catch-up the changes of the world.

SIMILAR QUESTIONS:

- What factors make the communication crucial to the success of the organization?
A. Refer the above Answer.
- "The survival of the modern day organizations depends on how well they communicate with the stakeholders" comment.
A. Refer the above answer.

Q.No.3. what are the benefits of effective communication? (C)

(SM) (For Student Self - Study)

THE FOLLOWING DIAGRAM SHOWS THE BENEFITS OF EFFECTIVE COMMUNICATION:

- Quicker problem solving:** Information is the life blood of communication. Where there is effective communication system, there is availability of reliable and accurate information. With help of this information, managers and executives will take quick decisions without any delay.
- Stronger decision making:** Right decision in right time leads to survival and success of organization. Effective communication helps to achieve it.
- Increased productivity:** By sharing ideas and views among individuals of organization, employees are able to achieve fruitful result in their work areas.
- Steadier work flow:** Consistency in performance is possible through only effective communication. Majority of the obstacles are overcome through implementation of effective communication throughout the organization.
- Stronger business relations:** *With effective communication, every executive can maintain strong business relations with the people within the organization and outside the organization.*
- Enhanced professional image:** *The executives with effective communication, improves the professional image of the organization.*
- Improved stakeholder response:** *stakeholders are the pillars of organisation. Every stakeholder plays a vital role in their concern area. With effective communication, the response of various stakeholders will be increased.*

SIMILAR QUESTIONS:

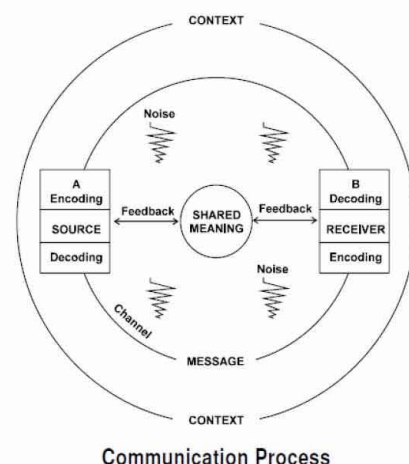
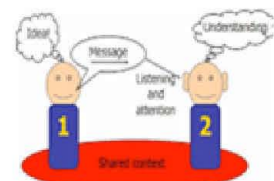
- Write any four benefits of effective communication?
- A. Write any four points of above question.

Q.No.4. Explain clearly the process of Communication? (B)

(PM, RTP N14, N 03 - 7M, M 08)

PROCESS OF COMMUNICATION: Communication is a two-way process in which there is an exchange of ideas or thoughts linking the sender and receiver towards a mutually accepted direction or goal consisting of 7 elements which are as under:

- Sender:** The process of communication begins with a sender, the person who has an idea and desires to exchange it.
- Encoding:** The sender puts his/her ideas or facts into words, symbols, pictures or gestures that the receiver can understand.
- Message:** A message refers to what is being communicated. It may be verbal or nonverbal.
- Channel:** Channel is the medium through which message is transmitted to the sender. Channel may be in oral or written forms.
- Receiver:** It is any person who notifies and attaches some meaning to a message.
- Decoding:** The receiver translates the words and symbols used in the message into ideas and interpret it to attain its meaning.
- Feedback:** Ultimately receiver reacts or responds to the communication sent by the sender. It could be based on clear interpretation of the symbols sent or misunderstanding or misinterpretation of the symbols sent.



SIMILAR QUESTIONS:

1. What is communication? Elucidate the process of communication.

A. Write definition of communication and refer above Answer.

2. Write the difference between Encoding and Decoding

A. Write introduction, 2nd and 6th points of above question.

Q.No.5. what is formal communication? Explain in brief its major advantages and limitations. (Or) Explain clearly the advantages and limitations of a formal communication (B) (PM, N 08, 09 - 5M, N 12 - 4M, N 13 - 4M)

The word '**channel**' means the position or point through which the communication passes. We can divide the channels of communication into two categories:

a) Formal

b) Informal

FORMAL COMMUNICATION:

a) A formal communication flows along prescribed channels, which all organizational members are obliged^(=required) to follow.

b) Every organisation has a built-in hierarchical system that can be compared to a pyramid.

c) It can, therefore, be understood that communication normally flows from top - downwards. But it is not always so.

d) Communication in an organisation can be multidimensional or multidirectional also.

ADVANTAGES OF FORMAL COMMUNICATION:

a) The formal channels account for most of the effectiveness of communication. Great care has to be taken in sending across any letter or report through the 'proper' formal channel.

b) Formal channels of communication can help to reach out to the branches of an organisation spread far and wide.

c) The formal channels, when flowing from bottom to top will simplify the content, so that managers find it easy to analyze the content.

d) Formal channels of communication will help to unite the organization and satisfy the managers.

LIMITATIONS OF FORMAL CHANNELS OF COMMUNICATION:

a) **Distortion**^(=alteration) **of information:** Sometimes there will be many people between the sender and receiver who may create some distortion.

b) **Inhibition**^(=slow down): In the formal channels of communication there can be some problems which slows down the free flow of information.

c) **Time consuming:** Formal channels are time consuming. Strict formality in sending out messages may be costly to the organisation.

d) **Expenditure:** The formal channel may also incur a lot of expenditure in terms of money.

SIMILAR QUESTIONS:

1. "Major part of organizational communication passes through formal channels"-discuss

A. Write introduction and advantages of above ANSWER.

2. "Formal communication is essential for the success of business organizations" comment.

A. Refer the above answer.

Q.No.6 Explain the various forms of formal communication? (A)

(PM, RTP M17, RTP M15, N10 - 4M, M 03 - 7M)

A formal communication flows along prescribed channels which all organizational members are obliged to follow. On the basis of various directions in which communications are sent.

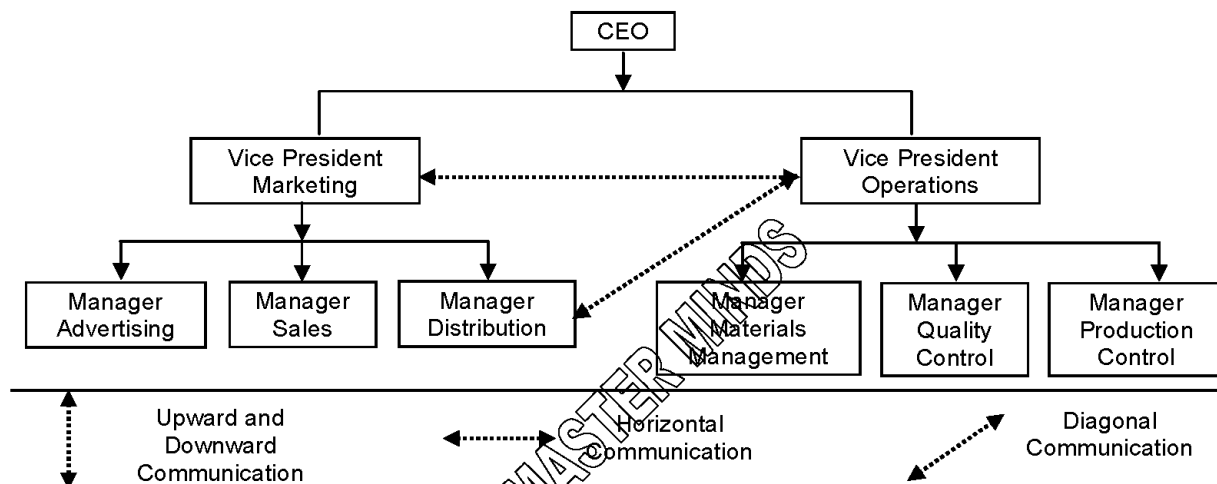
WE CAN CLASSIFY FORMAL COMMUNICATION IN THESE FORMS:

- a) Downward
- b) Upward
- c) Horizontal or Lateral
- d) Diagonal or Cross wise

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Communication generally flows from top to bottom.

- a) **Downward Communication** means communication from superior to subordinate in the hierarchical system of the organization. It includes orders and instructions.



- b) In **upward communication**, message flows from the subordinate to superior in the form of request, reports, instructions complaints and suggestions.
- c) Communication between co-workers with different areas of responsibility is **called horizontal (lateral) communication**. Communication among the functional managers of a company is the best example of horizontal communication.
- d) **Diagonal communication** means communication among the various Department/employees of the organization without any hierarchical system in case of emergency.

SIMILAR QUESTIONS:

1. "The success of formal communication largely depends on how it is structured in the organization "Comment.

A. Refer the above answer.

Q.No.7. Write about informal communication (C)

(SM)

- a) Flow of information which does not follow the pre-defined channel of communication is termed as informal communication. Side by side with the formal communication there exists on a much larger scale, an informal channel of communication in any organization
- b) It is generally termed as grapevine.
- c) Its source lies in man's compulsive instinct to communicate or talk out whatever he feels and thinks with his fellow beings without following any rules.

- d) The rumor mill is always working in any organisation. The larger the organization, the more active the rumor mill.
- e) Informal communication also contains some useful information. That is why, it cannot be altogether ignored.

SIMILAR QUESTIONS:

1. "Side-by-side with formal communication informal communication is also required in the organizations"-Comment.
- A. Refer the above answer.

Q.No.8. Explain clearly the meaning of the term "Grapevine" as applicable to Communication? What are the factors that lead to grapevine communication? (A)
(PM, RTP M16, N11 - 4M, M 08 - 5M, M 14 - 4M, M 15 - 5M)

GRAPEVINE APPLICABLE TO COMMUNICATION:

- a) The "Grapevine" is one of the recognized channels of informal communication.
- b) According to human psychology, a person likes to form and move in groups.
- c) People interact on serious and non-serious issues and they spread it fast whether the information is correct or not. This process is known as rumor mill.

FACTORS LEADING TO GRAPEVINE PHENOMENON:

- a) **Lack of sense of direction:** Feeling of uncertainty or lack of sense of direction from the top-level when the organisation is in tough times.
- b) **Lack of self confidence:** Feeling of inadequacy or lack of self confidence on the part of the employees will lead to the formation of groups.
- c) **Feeling of insecurity:** Formation of a favoured group by manager, will give other employees a feeling of insecurity or isolation.



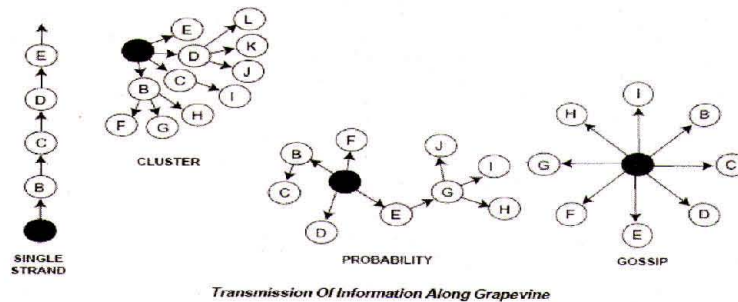
People operating in such circumstances will be filled with all sorts of ideas and will share them with like minded companions, at whatever level they may be.

Q.No.9 How many types of "Grapevine Chains" have been identified? How do they function? Briefly explain the "Grapevine Chains" propounded by the experts in relation to informal way of communication. (B) (PM, N 11 - 4M, N 12 - 5M, M14 - 4M, N16 - 4M)

GRAPEVINE CHAINS: Specialists, in this field, have identified four types of grapevine chains:

- Single strand Chain:** In this type of chain "A" tells something to "B" who tells to "C". This type of chain is least accurate in passing on the information or message.
- Gossip Chain:** In it a person seeks out and tells everyone the information he has obtained. This chain is often used, when information or message regarding an interesting but 'non-job-related' nature is being conveyed.
- Probability Chain:** In it individuals are indifferent to the persons, to whom they are passing some information. This chain is found when the information is somewhat interesting but not really significant.
- Cluster Chain:** In this type of chain A tells something to a few selected individuals and then these individuals inform a selected individual. In fact cluster chain is the dominant grapevine pattern in an organization. Most informal communication flows through this chain. Cluster Chain, which acts as liaison^(=link) and spreads information with the greatest speed.



**SIMILAR QUESTIONS:**

1. Briefly explain the "Grapevine Chains" propounded by the experts in relation to informal way of communication.

A. Refer the above answer

Q.No.10. what are the merits and demerits of grapevine form of Communication? (B)
(PM, N09 - 5M, M14 - 4M)

MERITS OF THE GRAPEVINE PHENOMENON:

- a) Speedy transmission:** It transmits information very speedily. A rumor spreads like wild fire.
- b) Feedback value:** The managers or top bosses of an organisation get the feedback regarding their policies, decisions, memos etc through informal channel.
- c) Support to other channels:** It is a supplementary or parallel channel of communication to formal channel.
- d) Psychological satisfaction:** It gives immense psychological satisfaction to the workers and strengthens their unity.

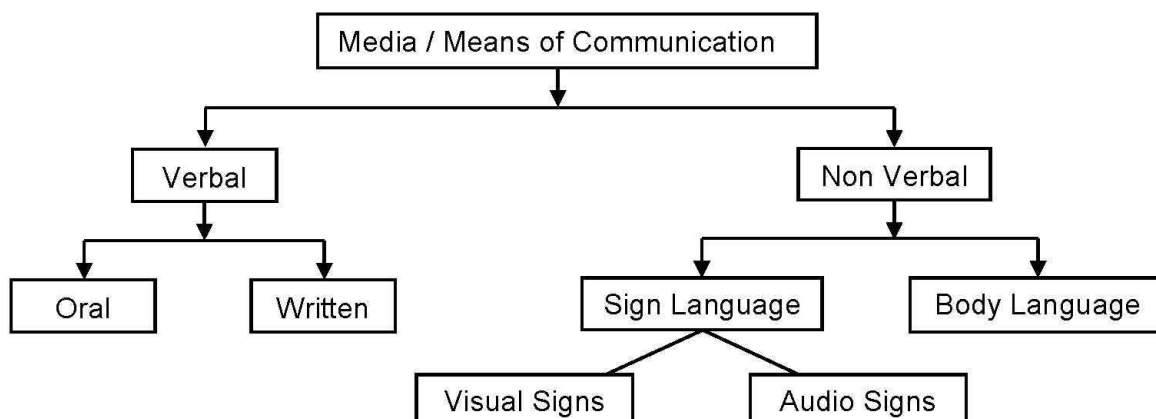
DEMERITS OF THE GRAPEVINE PHENOMENON:

- a)** It is less credible. It cannot always be taken seriously.
- b)** It does not always carry the complete information.
- c)** It often change the picture or often misinforms.

Q.No.11. What are the different means or media of communication? (C)
(For Student Self - Study)

Communication involves the imparting or interchanging thoughts, opinions or information among people by speech, writing, or signs. People communicate in different ways.

All communication cannot be of the same type and cannot flow through the same means. Much depends on who sends a message to whom and for what purpose.



Q.No.12. Define Verbal Communication. Write about different types of Verbal Communication? (C)

The word 'verbal' means 'connected with words and the use of words'. In the process of communication, we use a common set of symbols, between the sender and the receiver. Words are the most accurate and powerful symbols. That is why, it is observed that, all serious or formal communication takes place in words.

Verbal Communication may be in **oral** or **written** form.

ORAL COMMUNICATION:

- Communication employing speech is known as Oral Communication.
- This form of verbal communication is the spoken word, either face – to – face or through phone, voice chat video conferencing or any other medium.
- Various forms of informal communications such as the grapevine or informal rumor mill, and formal communications such as the lectures, conferences are forms of oral communication.

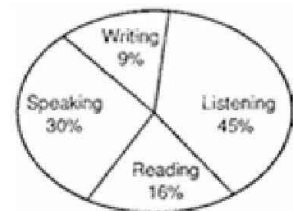
WRITTEN COMMUNICATION:

- Communication in written form is called Written Communication.
- Written communication consists of traditional pen and paper letters and documents, typed electronic documents, e-mails, text chats, SMS etc., This type of communication is indispensable for formal business communications and issuing legal instructions.

Q.No.13. Elaborate merits and limitations of oral communications? (A)
(PM, N 04 - 5M, N 10 - 4M, M 11 - 4M, M 13 - 4M, M 14 - 5M)

ORAL COMMUNICATION:

- According to a research, an average manager in general spends only 9% of his/her time in writing, 16% in reading, 30% in speaking and 45% in listening, as shown in the figure.
- Oral communication is characterized by seven Cs – **Candidness, Clarity, Completeness, Conciseness, Concreteness, Correctness, and Courtesy.**
- These principles are very important for choosing the form (style) and content (matter) of oral communication.



CHARACTERISTICS OF ORAL COMMUNICATION:

- Oral communication should provide a platform for fair and frank exchange of ideas.
- When people communicate orally, they are able to interact; they can ask questions and even test the understanding of the message.
- In addition, people can also observe non-verbal clues to understand verbal messages more accurately.
- By observing facial expressions, eye contact, tone of voice, gestures, postures, etc., one can understand the message better.

MERITS OF ORAL COMMUNICATION ARE AS UNDER:

- Saves time and money;
- Immediate feedback;
- Saves paper work;

- d) An effective tool for exhortation;
- e) Builds a healthy climate;
- f) Best tool during emergency situations.

LIMITATIONS OF ORAL COMMUNICATION ARE:

- a) Greater chances of misunderstanding;
- b) Speaker not having proper knowledge how to communicate.
- c) Ineffective for lengthy communication;
- d) Lower retention rate;
- e) No legal validity;
- f) Difficult to fix responsibility.

SIMILAR QUESTIONS:

1. Which type of communication helps to promote friendly relations between the parties communicating with each other? Discuss. And also write its advantages?
A. Write introduction and advantages of above question.
2. What is oral communication?
A. Write introduction of above question.

Q.No.14. Explain the principles of Written Communication? (Or) What are the basic elements of written communication (C) (SM)

EFFECTIVE WRITING IN THE WORKPLACE IS AN ESSENTIAL SKILL: The rules are basically the same for any type of writing; however, there are some special issues which arise in the business context.

SOME OF THESE BASIC ELEMENTS ARE

1. **Know Your Audience:** The key to effective business writing is knowing your audience.
2. **Outlines** are an invaluable aid to writing a lengthy report or memo. Remember, time is in short supply for most business professionals.
3. **Decide what details must be included in the report or memo.** Look for graphic elements to add to your presentation,
4. After you have decided what the message is that you are trying to convey, work on saying it in **Concise language**.
5. **Be brief**, whenever possible.
6. **Avoid using vague words** when a more **precise word** will do.
7. **Avoid wordiness and unnecessary jargon**.
8. **Strive for clarity in your writing and avoid vagueness** (unless there is good reason to be vague).
9. **Punctuation and Grammatical Errors:** Many grammatical and/or punctuation errors are due simply to insufficient proof reading of the document. The most common mistakes include misuse of apostrophes, misuse of commas, incomplete sentences, ending a sentence with a preposition and so on.

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**Q.No.15. Elaborate advantages and limitations of Oral and Written Communication? (C)
(PM) (For Student Self - Study)**

Oral Communication	Written Communication
Advantages	Advantages
More personal and informal	Better for complex and difficult subjects, facts and opinions
Makes immediate impact	Better for keeping records of messages exchanged
Provides opportunity for interaction and Feedback	Provides opportunity to refer back
Helps us to correct ourselves (our messages according to the feedback and non-verbal cues received from the listener)	Can be read at receiver's convenience or Pleasure
Better for conveying feelings and emotions	Can be revised before transmitting
	Can be circulated
Limitations	Limitations
Demands ability to think coherently as you Speak	Never know if the message is ever read
A word once uttered cannot be taken back	Impersonal and remote
Hard to control voice pitch and tone, especially under stress, excitement or anger	Immediate feedback is not available for correction on the spot
Very difficult to be conscious of our body Language	Reader is not helped by non-verbal cues that contribute to the total message

**Q.No.16. State reasons for selecting the oral mode of communication instead of the written mode of communication. (B)
(N10 - 4M, M13 - 4M, N15 - 5M) (For Student Self - Study)**

THE REASONS FOR SELECTING ORAL MODE OF COMMUNICATION INSTEAD OF WRITTEN MODE OF COMMUNICATION ARE AS FOLLOWS:

- Oral Communication is a face to face communication with others.
- Oral communication is characterized by seven Cs – **Candidness, Clarity, Completeness, Conciseness, Concreteness, Correctness, and Courtesy.**
- These act as principles for selecting the mode of oral communication.

IN ADDITION TO ABOVE SEVEN PRINCIPLES IT HAS ITS OWN BENEFITS AS UNDER:

- a) More personal and informal.
- b) It should be Make immediate impact.
- c) Provides opportunity for interaction and feedback.
- d) Helps us to correct ourselves (our message according to the feedback and non-verbal cues received from the listener).
- e) Better for conveying feelings and emotions.
- f) More effective because one can understand the message better by observing facial expressions, eye contact, tone of voice, gestures, postures etc of the sender.

It is said that it does not matter what you say, what matters is how you say it. Your way of saying includes your choice of words, your confidence and sincerity.

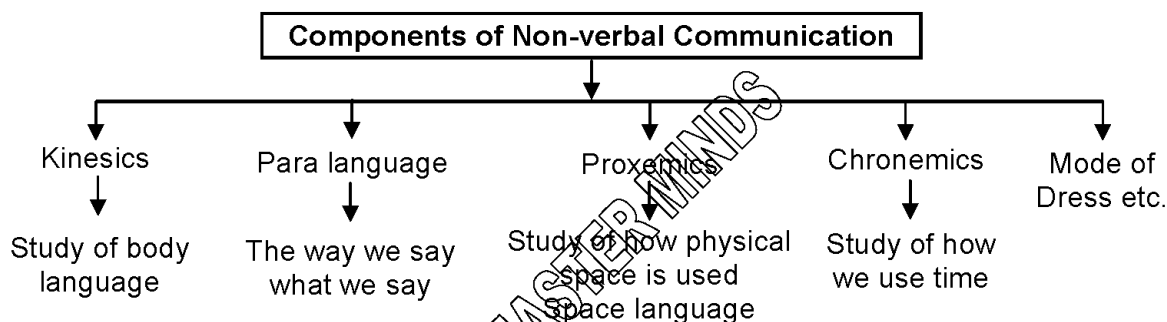
SIMILAR QUESTIONS:

1. "Oral communication has its own advantages compared to written communication"- Comment.

A. Ans: Refer the above answer.

Q.No.17. "It is non verbal cues embedded in each message that may make the two identical messages so radically different from each other". So, then, what exactly is Non - Verbal Communication? (B) (M12 - 4M)

- Non-Verbal Communication is all those messages, those are expressed by other than linguistic means.
- Communication researchers have found that, non - verbal signals have more impact in conveying the meaning, than that of the verbal content.
- In fact, non - verbal behaviour is so important to effective business communication, which many companies are now trying to train their employees to understand it.
- Non - verbal signals can completely alter the message, with which you communicate.



On scientific analysis, it has been found that, the different aspects of communication account for the percentages, as stated below (55-38-07):

- | | | |
|------------------------------|---|------|
| Body movements, Gestures | – | 55%, |
| Voice tone, inflection etc., | – | 38% |
| Verbal Communication | – | 7% |

Q.No.18. Write about Non-Verbal Communication media of body language / Kinesics? (C) (SM) (For Student Self - Study)

1. Body language means use of body movements, facial expressions, gestures, postures etc., as a means of communication.
2. Body language conveys our feelings, emotions and thought processes.
3. The nodding of our head, blinking of our eyes, waving of our hands, shrugging of our shoulders etc., are expressions of our thought and feelings.
4. All these movements are the signals that our body sends out to communicate. That is why this area of study has been called 'body language'.
5. Just as language uses sets of symbols to convey meaning, our body, consciously as well as unconsciously, conveys messages, attitudes, moods, status relationships etc.
6. Nervousness, anger, fear, scorn^(=disrespect), determination, horror, sympathy, pity, lack of understanding, disinterestedness, and resentment^(=anger) can be much better expressed through the body language than through words.

SIMILAR QUESTIONS:

1. "Our bodily movements like gestures, postures etc., are guided by our feelings and thoughts" –do you agree? Discuss.

A. Refer the above answer.

Q.No.19. Write about Non-Verbal Communication media of Para Language / Para linguistics? (B) (N 02 - 3M, M 16 - 4M)

PARALANGUAGE:

1. The term paralinguage is used to describe a wide range of vocal characteristics like tone, pitch, and speed etc.,
2. Vocal signals help to understand the speaker's attitude.
3. Expert communicators know how to use these signals effectively to make the listeners understand content and mood.
4. Through Para language we can convey enthusiasm, confidence, anxiety, and urgency very effectively.
5. Paralanguage describes a wide range of vocal characteristics, which help to express and reflect the speaker's attitude.

THE MAIN COMPONENT OF PARA LANGUAGE IS VOICE:

VOICE: Voice is the first signal, which we receive or use. It tells us so much about the speaker's sex, background and education. *There are different kinds of voices - clear, musical, pleasant, unpleasant and so on.*

**THE COMPONENTS OF VOICE ARE:**

- a) **Pitch Variation:** Most of us introduce wide variations in pitch, while speaking. These variations are necessary, to catch the listener's attention.
- b) **Speaking speed:** We do not, and should not, always speak at a high speed. Speaking fast is not what we mean by fluency. We speak at different speeds, on different occasions and while conveying different parts of a message.
- c) **Pause:** The speaking speed is also accompanied by pauses. We cannot and should not, go on speaking without gap. But the pauses have to be at the right moments. Incorrect use of pauses can create problems.
- d) **Volume variation:** Our speech should be loud enough to be audible to the audience. The loudness of our voice should be adjusted, according to the size of the audience. Volume variation puts life into our speaking.
- e) **Non-fluencies:** Utterances like 'Oh!', 'Au!', 'Umm', 'you know', 'ok' etc. are known as non-fluencies.
- f) **Word Stress:** It is very important to speak certain words properly in communication. By putting stress or emphasis on a word we can change the meaning. As an example, let us look at the following:

i) Have you seen my new book?

Have you seen my new book?

ii) Have you seen my new book?

Have you seen my new book?

Q.No.20. What is Chronemics (time language)? (C) (PM) (For student self study)

1. It is the study of how we use time to communicate. The meaning of time differs around the world.
2. While some are worried about managing time, others waste it regularly.

3. While some people function better in the morning, others perform better at night.
4. Punctuality is an important factor in time communication.
5. Misunderstandings or disagreements involving time can create communication and relationship problems.

Q.No. 21. Is it possible to judge the relationship between two individuals,' by observing the physical distance between them'? (Or) what we can make of 'space' to communicate? State the uses of it.(Or)write about Proxemics. (C) (PM, N15 - 2M)

MEANING:It refers to the **distance** that exists between people while talking to each other. We can also call it '**space language**'.

THE FOLLOWING FOUR SPACE ZONES INDICATE THE TYPE OF COMMUNICATION AND THE RELATIONSHIP OF THE SOURCE AND RECEIVER:

1. Intimate space language (physical contact to 18 inches):

- a) Mostly, only our family members, closest friends and selected people enter this area.
- b) *This space is suitable for highly confidential conversation and decisions regarding sensitive matters.*

2. Personal space language (18 inches to 4 feet):

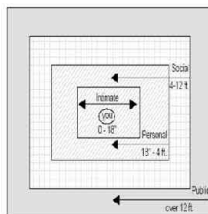
- a) Here, we have normal conversation with close friends, associates and visitors.
- b) It permits spontaneous talking or discussion.

3. Social space language (4 feet to 12 feet):

- a) We use this space mostly for formal purposes and the relationships within this circle are more official.
- b) Most of the business is done within this area.
- c) So, Social Space Language has most importance in business.

4. Public space language [12 feet to as far as we can see and hear (25 feet)]:

- a) In this large area communication becomes even more formal.
- b) It is used, in the occasions, when we have to make important announcements or to address a large no. of people.



22. Write a short note on HAPTICS (C)

(PM, N15 - 2M)

1. It is communication through touch.
2. How we use touch sends important messages about us.
3. It reveals our perceptions of status, our attitudes and even our needs.
4. The amount of touching we do or find acceptable varies with culture.
5. It tells us about the status of person in the hierarchical system of Organisation. The person who initiates touch is usually the one with higher status and usually also controls the interaction.

6. Touch language tells about a person's regional/national background, and it is also culturally related. Ex: Asian cultural norms prohibit public displays of intimacy or affection.
7. This plays a key role in successes of any individual/business. That's why most people say - "You cannot shake hands with a clenched fist."

Q.No.23. Explain the main barriers to communication? (A)

(PM, N 05 - 5M, M 11, N 11 - 4M, N 14 - 4M)

INTRODUCTION:

- A communication of the message is successful only when both the sender and the receiver perceive it in the same manner.
- There will be miscommunication due to one barrier or the other.
- Barriers or problems can arise at any stage of the communication process.

BARRIERS TO COMMUNICATION ARE AS FOLLOWS:

a) Noise: **(M11 - 4M)**

- i) Noise refers to the distracting element that breaks the concentration of the sender or receiver and prevents him/her from paying attention to the content of the message.
- ii) Distraction (noise) can be either physical or psychological.
- iii) Noise can lead to miscommunication and measures must be taken to overcome it.

b) Semantic barriers: Semantics refers to the study of meanings of words and signs.

Semantic barriers occurs due to:

- i) Sender and receiver interpret same words in different manner.
- ii) Words carry different hints, shades and flavors to the sender and receiver.
- iii) Faulty translation.
- iv) Poor expression power or ability.

c) Cultural barriers:

- i) We live in a globalized world and may encounter individuals of different races, religions and nationalities.
- ii) The same category of words, phrases, symbols, actions, colours mean different things to people of different cultural background.
- iii) For e.g. in the United States of America, people like to be called by their first name, while in Britain and to a large extent also in India, people like to be addressed by their surname.

d) Emotions:

- i) Emotions play a very vital role in our life.
- ii) Both encoding and decoding of messages are influenced by our emotions.
- iii) A message received when we are emotionally tensed will have a different meaning for us than when we are calm and composed.

e) Status consciousness:

- i) Subordinates are either too conscious of their low status or too afraid of being insulted.
- ii) At the same time, many executives keep distance from their juniors thinking that consulting subordinates is something below their dignity.

f) Poor listening:

- i) Poor listening may lead to serious communication problems.
- ii) Too many people are interested in talking and mostly talking about themselves.
- iii) Poor listening accounts for incomplete information and also for poor retention.

NOTE: Any of the above side headings can be asked as separate questions.

SIMILAR QUESTIONS:

1. "Barriers in the way of communication will damage the spirit of communication"-Comment
- A. Refer the above answer.

Q.No.24. Explain the term "Semantic Problems" as the source contributing towards noise factor . (B)
(PM, N11 - 4M, N14 - 4M)

SEMANTIC BARRIERS TO THE COMMUNICATION:

1. Semantics is the systematic study of meaning.
2. Semantic barriers depend on how the sender encodes his message. The sender has to take care that the receiver does not misunderstand his message, and gets the intended meaning. But many times due to the carelessness of the sender semantic barriers occur.
3. Semantic barriers can be avoided if we aim at clarity, simplicity and briefness in encoding of message. So that the receiver gets the intended meaning.

SIMILAR QUESTIONS:

1. What do you understand by the "Semantic Barriers" to the communication?
- A. Refer Above answer

Q.No.25. Explain how is "NOISE" A barrier to effective communication. (C)
(PM, M11 - 4M) (For Student Self - Study)

NOISE AS BARRIER TO COMMUNICATION:

1. Noise is the first and foremost barrier to communication. It means "interference that occurs in a signal and prevents you from hearing sounds properly."
2. Further, the sender may resort to ambiguous or confusing signals. The receiver may mess up the message owing to inattention or may spoil decoding because of wrong or unexpected interpretation.
3. The receiver's prejudices may also come in the way of his understanding the message in the right spirit. Thus the communication is always likely to be affected by 'noise' that stands for so many things.

SOME OF THE FACTORS CONTRIBUTING TOWARDS NOISE FACTORS ARE AS FOLLOWS:

- a) **Poor Listening:** A last moment communication with deadline may put too much pressure on the receiver and may result in resentment.
- b) **In appropriate Channel:** Poor choice of channel of communication can also be contributory to them in understanding of the message.
- c) **Network breakdown:** Some time staff may forget to forward a letter or there may be professional jealousy resulting in closed channel.

Q.No.26. What are “Socio-Psychological Barriers” to effective communication? Explain. (C) (N14, 16 - 4M, M12 - 5M) (For Student Self - Study)

SOCIO-PSYCHOLOGICAL BARRIERS-

1. The attitudes and opinions, place in society and status consciousness arising from one's position in the hierarchical structure of the organization, one's relations with peers, seniors, juniors and family background – all these deeply affect one's ability to communicate both as a sender and receiver.
2. Status consciousness is widely known to be a serious communication barrier in organizations. It leads to psychological distancing which further leads to breakdown of communication or miscommunication.
3. Often it is seen that a man high up in an organization builds up a wall around himself. This restricts participation of the less powerful in decision making. In the same way one's family background formulates one's attitude and communication skills.
4. Frame of reference is another barrier to clear communication. Every individual has a unique frame of reference formed by a combination of his experiences, education, culture, attitude and many other elements, resulting in biases and different experiences in a communication situation.

Q.No.27. Explain poor listening as a barrier to communication. (c)

1. Poor listening may lead to serious communication problems.
2. Too many people are interested in talking, and mostly talking about themselves.
3. They are so much involved with themselves that they do not have patience to listen.
4. The result is that they are not interested in the speaker whose words go waste.
5. Everybody knows about the importance of listening, but very few actually practice patient, active and empathic listening.
6. That is why, so many communication problems crop up. Poor listening accounts for incomplete information and also poor retention.
7. One may simply not get the desired result if this keeps on happening.

Q.No.28. How do you plan business messages? (C) (For Student Self - Study)

PLANNING BUSINESS MESSAGES:

1. **Purpose:**
 - a) Determine whether the purpose of your message is to inform, persuade, or collaborate.
 - b) Identify the specific behavior you hope to induce in the audience.
 - c) Make sure that your purpose is worthwhile and realistic.
2. **Audience:** Before composing the speech, letter memo or report, think about the recipient of your speech / document and the effect of the message on the recipient.
3. **Main Idea:**
 - a) Stimulate your creativity with brainstorming techniques.
 - b) Identify a “hook”, which will motivate the audience to respond to your message in the way you intend



- c) Evaluate whether the main idea is realistic given the length limitations imposed on the message.
- d) Collect any necessary information

4. Channel and Medium:

- a) If your purpose is to collaborate, give an informal, relatively unstructured oral presentation to a small group.
- b) If you are celebrating an important public occasion, give a prepared speech to a large audience.
- c) If you need a permanent record, if the message is complex, or if immediate feedback is unimportant, prepare a written message.
 - i) Send a letter, if your message is relatively simple and the audience is from outside the company.
 - ii) Send a memo, if your message is relatively simple and the audience is from inside the company.
 - iii) Write a report, if your message is objective and complex.
- d) If you need to communicate quickly, overcome time zone differences, or personally reach a widely dispersed audience, choose electronic communication.
 - i) Use voice mail, if your message is short and clear.
 - ii) Use teleconferencing for informational meetings.
 - iii) Use videotape for sending motivational messages to a large number of people.
 - iv) Use fax machines to overcome time-zone barriers.
 - v) Use E-mail for speed, lower cost and increased access to other employees.
 - vi) Use computer conferencing to focus attention of ideas instead of status

Q.No.29. You have been assigned the job of composing business messages. What check-list would you prepare for organising the message? OR Prepare the detailed checklist for composing business message in an organization? (A)

(PM, N15 - 4M, N 07- 5M, N 14 - 5M)

CHECKLIST FOR COMPOSING BUSINESS MESSAGES

A) ORGANIZATION:

1. Recognize good organisation:

- a) Recognize good organization.
- b) Subject and purpose are clear.
- c) Information is directly related to subject and purpose.
- d) Ideas are grouped and presented logically.
- e) All necessary information is included.

2. Achieve good organization through outlining.

- a) Decide what to say.
 - i) Main idea
 - ii) Major points
 - iii) Evidence
- b) Organize the message to respond to the audience's probable reaction.
 - i) Use the direct approach, when your audience will be neutral, pleased, interested, or eager.



- ii) Use the indirect approach when your audience will be displeased, uninterested, or unwilling.

3. Choose the appropriate organization plan.

a) Short messages:

- i) Direct request
- ii) Routine, good-news, and goodwill message
- iii) *Bad-news message*
- iv) *Persuasive message.*

b) Longer messages:

- i) Informational pattern
- ii) Analytical pattern

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B) FORMULATION:

1. **Compose your first draft.**

- a) *Get ideas down as quickly as you can.*
- b) *Rearrange, delete, and add ideas without losing sight of your purpose.*

2. **Vary the style to create a tone that suits the occasion.**

- a) *Establish your relationship with your audience.*
 - i) *Use the appropriate level of formality.*
 - ii) *Avoid being overly familiar, using inappropriate humor, including obvious flattery, sounding preachy, bragging, and trying to be something you're not.*
- b) *Extend your audience-centered approach by using the "you" attitude.*
- c) *Emphasize the positive aspects of your message.*
- d) *Establish your credibility to gain the audience's confidences.*
- e) *Make your tone a polite one.*
- f) *Use the style that your company prefers.*

Q.No.30. Explain the different parts of a business letter?

(C)

(M 04 - 10M)

LISTED BELOW ARE THE PARTS OF A BUSINESS LETTER:

1. **Heading:** The heading, also called 'letterhead', contains the name of the organisation and its address. It is usually given at the top centre or top right side of the paper. It is also usual to give the telephone, fax and telegraphic address in the heading, as shown below.

ABC LIMITED

Regd. Office: 15, Brodipet, Guntur - 522002

Phone: 6132757, Fax : 6132767

E-mail: abclimited@rediffmail.com, website: www.abclimited.org

2. **Reference number:** Every business letters usually carries a reference number, to which the receiver may refer in all future correspondence. It serves the purpose of quick reference and linking up the chain of letters going out of the organisation or identifying the memos issued by a department within the organisation.

The reference number may be like this: 42/PD/32

In this Ref. No. 42 stands for the number given to the department, 'PD' is a code for the personnel department and '32' is the number allotted to the person addressed.

3. **Date:** The date of the letter is of crucial importance. It is usually written on the right hand side, parallel to the reference number as shown below:

42/PD/32

May 1st, 2017

Abbreviated forms of the date, such as 1.5.2007, should be avoided, as they do not leave a good impression on the mind of the receiver.

When the address of the organization is combined with the date, the following format should be used:

15, Brodipet, Guntur

May 1st, 2017

4. **Inside address:** It contains the name and address of the organisation or the individual to whom the letter is being sent. It should be written as below.

ABC limited,
15, Brodipet,
Guntur,
Andhra Pradesh.

Mode of address:

a) Addressing individuals

If the letter is being sent to an individual we have to be sure about the prefixing of the addressee.

- i) 'Mr.' or 'Shri' is used for addressing a man.
- ii) 'Miss' is used for an unmarried woman.
- iii) 'Mrs.' or 'Shrimati' is used for a married woman.
- iv) 'Ms' is used for a woman, whose marital status is not known. Most women now prefer the use of 'Ms'.
- v) 'Messrs' is a plural for 'Mr.' and is used while addressing a partnership firm. It can best be used when the name of the firm contains personal name or names as:.

Messrs Shyam Bros.

Messrs Makhan Shyam Sons

Messrs K. Shyam & Co.

Messrs Sankar and Sankar

- vi) Titles/ranks such as Colonel, Professor, Doctor, Reverend etc., are used as follows.

Col. M.S.Das

Capt. R. N. Singh

Prof. B. L. Arora

Dr. R. N. Ghosh

Rev. T.L. Rita

Padmashri R. S. Lugani (not Padmashri Mr. R.S. Lugani)

Maj. Gen. D. K. Palit

Flt. Lt. Manish Bansal

Maj. Gen. (Miss S. Rawat)

Dr. (Miss) S. Gupta

b) Addressing by designation

When a particular person is addressed by designation, 'Mr.' or 'Messrs.' (in case of a limited company) is not used:

The Personnel Manager,

Sankar & Co.

The Secretary,

Youth Sports club

5. **Attention line:** When the writer sends his letter to a particular official in an organisation he may use the phrase 'For the attention of below the inside address and above the Salutation and underlines it. For example,

ABC Limited,

15, Brodipet, Guntur.

For the attention of Shri D. K. Singh

Other typical forms of this reference are as follows:

Attn. of D. K. Singh, General Manager

For Ms. R. Desai, Public Relations Officer

Attention: K. P. Sankar, Vice President

Attention: B. K. Sood, Sales Manager

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6. **Salutation:** Salutation is the greeting of the addressee. We may choose the salutation on the **basis** of our familiarity with the reader and the formality of the situation. The commonly used salutation's are given below:

- a) Sir
- b) Madam
- c) Dear Sir/Dear Madam
- d) Dear Mr. Sankar
- e) Dear Ms. Singh
- f) Dear Sirs
- g) *Your Excellency (while addressing the Ambassador or High Commissioner of a foreign country)*
- h) *Gentlemen - used when a circular is sent to many addresses including an individual, firm, society, company etc. Now-a-days, 'Dear Sir/Madam' is also freely used in circulars.*

Punctuation of Salutation: When indented paragraphs are used in the letter, it is customary to end the salutation with a comma.

For example,

Dear Ms. Rita,

Thank you for your letter

When the paragraphs are not indented, the comma at the end of the salutation is omitted.

Dear Ms. Rita

Thank you for your letter

7. **Subject line:** Many writers use subject lines to enable the reader to quickly identify the subject of correspondence. It is placed just below the line of salutation. It usually begins at the left margin, although it may be placed in the centre or indented (if the paragraphs are indented).

Example:

Sub: Loan facilities for

Ref: Your enquiry of December 16

8. Body of the letter:

- a) The body of the letter carries its message or content. It is generally divided into three or four paragraphs, each having its own function.
- b) The first paragraph links up the correspondence and establishes rapport with the reader.
- c) The second paragraph may be called the main paragraph that contains the subject proper. If need be, the point of the second or main paragraph is elaborated or further developed upon in the third paragraph.
- d) The fourth or final paragraph brings the letter to a goodwill ending, leaving the door open for further business.
- e) When a letter goes beyond one page, we should mark the following page/pages for quick identification.

9. Formal close: The formal close of the letter must 'match' the salutation as shown below:

Salutation	Closing
Dear Sir Dear Madam Sir	Yours faithfully
Dear Mr. Raju Dear Tina	Yours sincerely

If the salutation does not name the recipient, formal close is 'yours faithfully'. If the salutation names the recipient the formal close is 'yours sincerely'.

Signature block/slot:

- There is a fixed space for the signature of the writer. Just as the signature is important, so is its place in the layout of the letter.
- Conventionally the signature, that is handwritten and contains the writer's name, status, department, company etc., appears just below the complementary close.
- As far as possible it should be legible. But what is most important is that the name of the signatory should be written/typed/printed in parentheses below the signature.

Given below are a few examples of the format

- i) when the individual signs in his own right.
(Sankar)
- ii) when the individual signs in his capacity as
(Sankar) Sales Manager.
Sales Manager.
- iii) For the Sankar Associates when the individual signs in his representative
..... capacity.
(Sankar)
Partner
- iv) For Sankar Associates when the individual signs in his representative
..... capacity.
(Sankar)
Managing Trustee

- v) For J.D.Singh when the individual signs pursuant to a power of attorney
(Sankar)
Attorney Holder
- vi) For Bunty (Minor) when the individual indicates guardian responsibility
(Sankar)
Local Guardian
- vii) Sankar Associates when the subordinates signs a routine letter
For Sankar
- viii) P.P.iw per Pro Sankar when an individual signs with
Sankar Associates the authority of another individual.
Manager
- ix) For Sankar Associates It is not necessary to sign in a format like
Sd/- this that is meant for executing a deed.
Sankar However, there is nothing wrong in signing it.

10. Enclosures (encl): Very often a letter carries along with it some important papers such as proof of date of death, copies of certificates and testimonials. Price list, invoice, receipts, Cheque/Draft bill/cash memo, copies of required pages of passport, photo identity card etc. The writer is well advised to make mention of these papers at the bottom left margin as shown below :

- i) Enclosures : Three
- ii) Encl: (i)
(ii)
(iii)
- iii) Enclosedetc.

11. Postscript: Postscript or P.S. is written, if the writer has forgotten to mention something important in the letter.

12. 'CC' or carbon copy notation: Often copies of a letter are supposed to be sent to some other people directly or indirectly concerned with the matter/subject. In such cases the names of the persons to whom copies are sent should be written/typed adjacent to the left margin like this:

CC: Mr. Y.V.Ravi

Copies to Mr. Y.V.Ravi and Mr, P.D. Paul

CC: Managing director, General manager and departmental managers.

13. Reference initials: Many organisations continue to follow the practice of putting typed initials of the person who dictates the letter and those of the one who types it. These initials are useful for office checking. They can be typed adjacent to the left margin in the end like this:

PKS/CB

PKS : CB

PKS - CB

PKS are the initials of the person who has dictated the letter and CB of the person who typed it.

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(For Student Self - Study)

LAYOUTS OF LETTERS

A letter is the most important form of Written Communication. It is, therefore, supposed to have an attractive or impressive layout. As has been well said, a letter's appearance is the part of its message. That is why most reputed companies choose the best quality stationery and send out carefully drafted letters.

Standard formats for business letter are Full-Block, Modified block, and Semi-block. You can use whichever your company or audience prefers.

- 1. Full-block:** Each line begins flush with left margin

Company letterhead	
Name and address already printed	
Telegram, cable, telex, telephones, fax	
Ref. No.	
Date	
Name	
Inside Address	
Attention line	
Salutation:	
Subject line	
XX	
XX	
XX	
Closing/Subscripton	
Signature	
Signatory's typed name	
Signatory's position in the company	
Company name	
Encl	
P.S.	
C.C.	
Ref. Initials	

- 2. Modified block:** Date and closing signature aligned at the right

<p align="center">Company letterhead</p> <p align="center">Name and address already printed</p> <p align="center">Telegram, cable, telex, telephones, fax</p>	
Ref. No.	Date
Name	
Inside Address	
Attention line	

Salutation:

Subject line (optional)

XX
 XX
 XX
 XX
 XX
 XX

Closing/Subsorption

Signature

Signatory's typed name

Signatory's position in the Company

Company name

Encl

P.S.

C.C.

Ref. Initials

3. **Semi-block or indented form:** Each paragraph is indented five spaces as an added signal for a new paragraph.

Company letterhead

Name and address already printed

Telegram, cable, telex, telephones, fax

Ref. No.

Date

Name and address of Receiver

For the attention of.....

Salutation

Subject heading-not obligatory, but often used

XX

XXX

XX

XXX

XX

XXX

Closing/Subsorption

Signature

Signatory's typed name

Signatory's position in the Company

Company name

Encl

P.S.

C.C.

Ref. Initials

Q.No.32. Draft a business letter, presuming your facts that you have received the goods from the company and you are sending payments. (C) (RTP N15 Similar, N11 - 4M)

Business Letter – acknowledging receipt of goods:

MEHTA CHEMICALS LIMITED

Regd. Office : 15, Okhla Estate, New Delhi - 110016

Phone : 6132757, Fax : 6132767

E-mail: mehtachem@rediffmail.com ,

website: www.mehtachem.org

Messrs. Shippers & Perfect Delivers

Dated:

16, Nariman Point

Mumbai

Sir

Subject: Acknowledging the receipt of Consignment No _____

Reference: Our request 24/FD/55 – dated 1st June, 2016

We acknowledge with thanks the receipt of above consignment in our godown and we are arranging the payment of proceeds towards the said consignment by way of crossed cheque in favor of your company within a period of next 15 days.

We solicit your relationship in our future dealings.

Thanking you

Yours faithfully

For on behalf of Mehta Chemicals Ltd.

APPLICATION ORIENTED QUESTIONS

Q.No.33. Not reacting to a particular situation without getting involved in the problem solving process indicates a type of communication? Comment Or Silence is a form of communication comment. (C)

The absence of paralinguistic and verbal cues also serves important communicative functions. 'Silence is more eloquent than words' is not a meaningless adage; it contains the essence of generations of experience.

Q.No.34. What do you mean by artificial communication? OR many things communicate about yourself passively –comment (C)

It is well known that we react to people on the basis of their appearance. The use of personal adornment like clothing, accessories, makeup, hairstyle etc. provides important nonverbal cues about one's age, social and economic status, educational level, personality etc.

Q.No.35. How silence will act as a means of communication? OR silence can communicate a lot of things-comment (C)

- The absence of paralinguistic and verbal cues also serves important communicative functions. 'Silence is more eloquent than words' is not a meaningless adage.

- It contains in it the essence of generations of experience. Silence for example, can allow one to organize ones thoughts.
- It is not unusual to come across a situation in which nothing can express one's response so effectively as silence.
- Silence can effectively communicate a number of response- respect, fear, resentment, lack of interest are some responses that can be effectively communicated through silence.

QUESTIONS FOR ACADEMIC INTEREST – FOR STUDENT SELF STUDY

Q.No.36. What principles would you keep in mind in oral communication? OR What important factors should be considered to make oral communication effective? (C) (PM)

FACTORS TO BE CONSIDERED FOR ORAL EFFECTIVE COMMUNICATION:

- Oral communication, which is face-to-face communication with others, has its own benefits.
- The only shortcoming of oral communication is that it is spontaneous and if one communicates incorrectly, the message will not get understood.
- It is primarily due to this reason one needs to develop effective oral communication skills.

THE FOLLOWING FACTORS TO BE CONSIDERED TO MAKE THE ORAL COMMUNICATION EFFECTIVE:

- Consider the objective
- Think about the interest level of the receiver
- Be sincere
- Use simple language, familiar words
- Be brief and precise
- Avoid vagueness and generalities
- Give full facts
- Assume nothing
- Use polite words and tone
- Cut out insulting message
- Say something interesting and pleasing to the recipient
- Allow time to respond

To make the oral communication effective, the speaker should converse slowly with proper semantic pauses to enable the listener receive and register in mind whatever is said by the speaker and there should be a due correlation between the pace of speaking and the rate of listening.

Q.No.37. Explain Interdepartmental Communication? What are the problems involved in it? (C) (SM)

INTRODUCTION:

- The word department comes from the French word **departir**, which means “to separate.” Communication between departments is essential to collaborate and achieve the objectives of the organization.
- Departments in an organization are like rooms in a house. Departments divide and create barriers. But without their cooperation it would be virtually impossible for an organization to function.