

Chapter-II
Basic Communication
(Elementary lecture stage-1)

Synopsis: This unit is to educate beginners to about communication and connected aspects before proceeding to advance exercises and workshop pattern based pedagogies:

1. Introduction.
2. Definition, purpose and Importance.
3. The communication process.
4. Communication channels/ Basic fundamentals.
5. Communication Media.
6. Communication network.
7. Barriers of communication.
8. Strategies to improve communication.
9. Benefits of effective communication.
10. Summary/Conclusion.
11. Case: Who calls the shot?

1. Introduction:

1.1 ***“If a woman speak and hear a language of connection and intimacy, while men speak and hear a language of status and independence, then communication between men and women can be like cross cultural communication”.***

- D Tannen

1.2 Few Historical Citations: (Uttering of few words will decide life or death):

- (a) **RIMS Sinking:** Titan sank because of communication, whereas leadership was of class.
- (b) **WWII:** Attack on Pearl Harbour-07th Dec, 1941 (Fetal decision by Japanese)
- (c) **Air crash of Aviana:** On Jan25, 1990, communication between the Pilot of Aviana flight 52 and ATC at New York, Kennedy airport resulted in crash and loss of 73 people killed

(d) Attack on WTC 11Sep, 2001(out of 2000 Jews working, none was injured and IIPS had one causality).

1.3 Good Examples of Communication:

(a) **Napoleon Bonaparte:** He escaped from prison and entered France again to rule. He who gave 11 principles of war and they hold good after 200 years, only one could be added because of computer-cum-Internet.

(b) **Julius Caesar:** Friends, Romans, my countrymen, lend me your ears; I have not come to praise Caesar, I have come to bury him. He was a ----

(c) **Dialogue between Porus and Alexander:** before crossing Jhelum River and came to negotiate in person, instead of sending his Ambassador.

(d) **Charming Kashi:** Whole India in 2014-Feb-May- “*Achchhe din aayen ge*”.

2. Definitions and Meaning: Nothing can be defined in one line and in due course you shall be framing definitions:

2.1 “Any interchange of ideas, information, feelings and emotions among two or more persons is called Communication”. The effective means that the receiver has not only understood the message but also accepted and implied.

2.2 Communication is the interchange of thought of information to bring about mutual understanding and confidence or good human relations. In Communication receiver to understand the message and feelings contained in it, in the same sense/manner as the sender intended. Therefore, Communication should include transference and the understanding of meaning. In a group Communication, there four ingredients:

(a) **As a control:** the behaviour of members is displayed in many ways (And we apply SDDDB at times).

(b) **Fosters motivation:** By clarifying what to do and how well?

(c) **Emotion/ Feelings:** Releasing the emotional impulses.

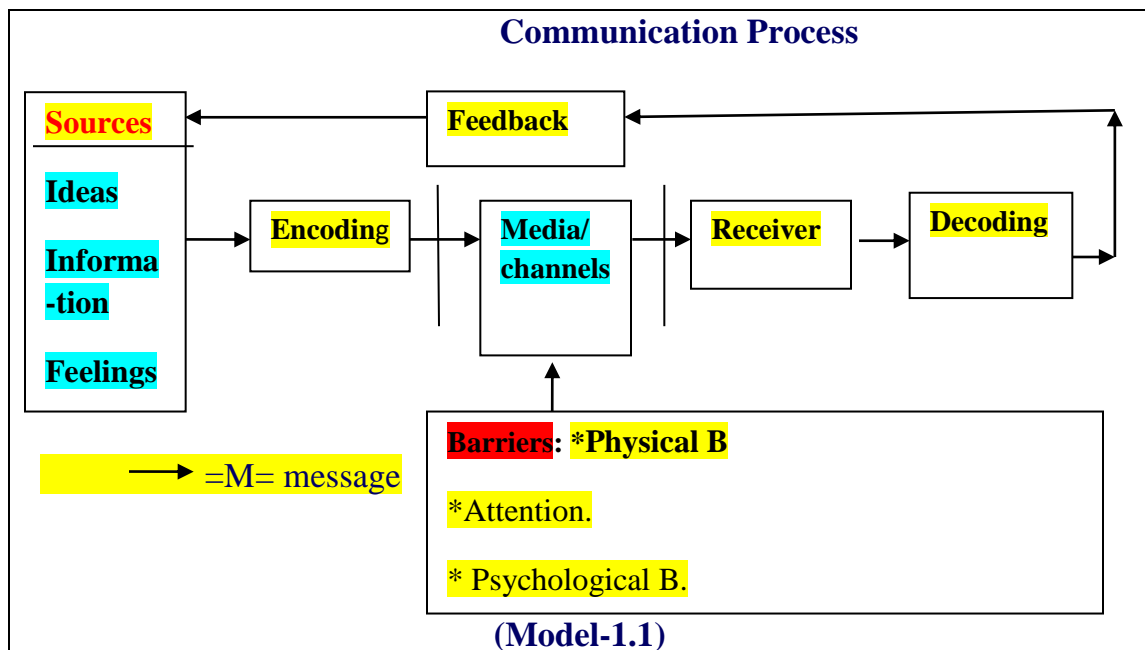
(d) **Provides information:** Group needs a decision by transmitting the data to identify and evaluate alternative choices.

3. Communication Process:

3.1 Communication can be thought of, as a process or flow. It involves at least two persons- a sender and receiver(s). Hence, it involves a process.

3.2 Ingredients/ Components of Communication:

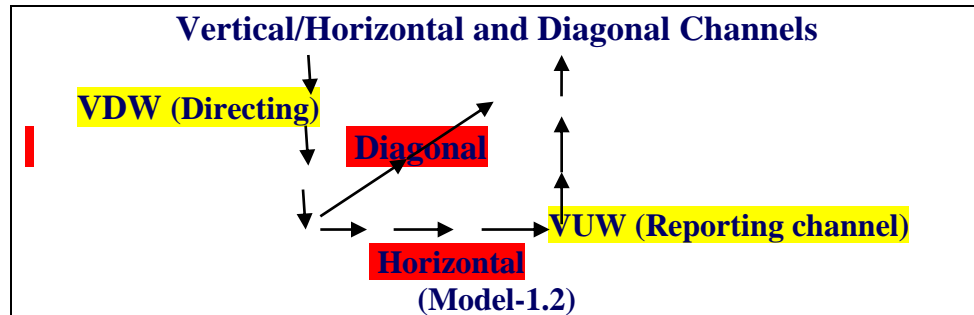
- (a) **Sender:** Sender is the one, who initiates the **communication process** and also known as the **source**.
- (b) **Encoding:** Converting a Communication message to symbolic forms or in the language to understand.
- (c) **Message:** What is communicated/ transmitted?
- (d) **Channel:** The medium thru' which a communication Message travels; formal or informal.
- (e) **Decoding:** Translation of sender's message or Communication.
- (f) **Receiver:** In a dyadic, or two-person, communication situation, the receiver is the other person involved. Hence, receiver is the one, who receives the communication.
- (g) **Feedback:** The final link in the Communication process puts the message back into system as a check against misunderstanding or a rearward information loop.



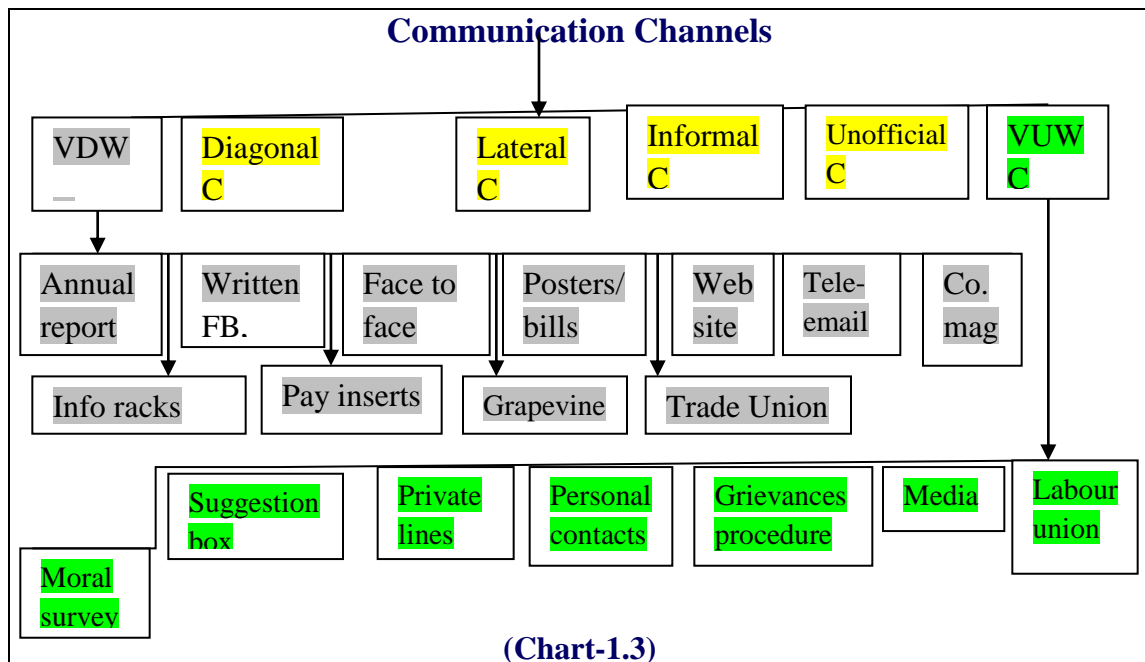
4. Communication Channels / Basic Fundamentals:

4.1 The formal Communication channels are provided by organizational structures (06). It also flows thru' informal channels. Generally, formal Communications are vertical (downwards/ upwards), horizontal or diagonal.

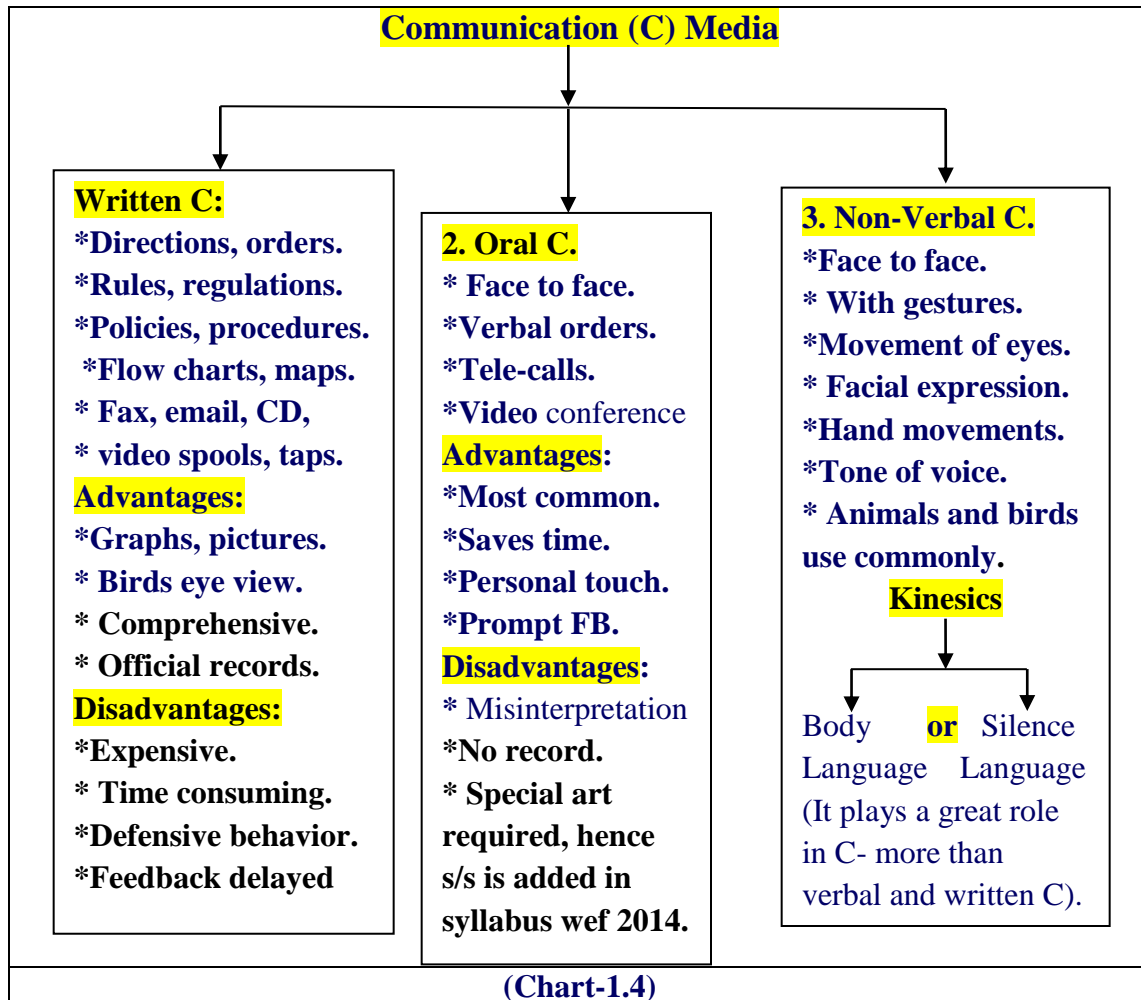
4.3 Communication Channels:



4.2 Communication Channels:



5. Communication Media:



6. Communication Network:

6.1 Communication Network, channeled by which information flows:

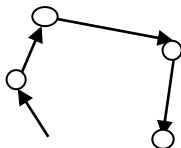
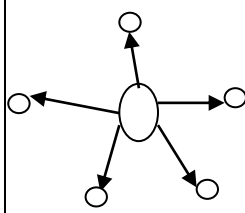
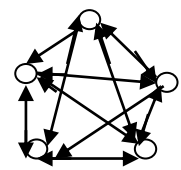
(a) **Formal Network:** Task related communication that flows along the chain of authority.

(b) **Informal Network:** This communication is called grapevine:

(i) It is controlled by mgt.

(ii) Perceived by most employees-as more reliable than formal communication network.

(c) **Whistle blowing:** Not a part of syllabus (It was harmful but now mgt is using it in the positive way).

Communication Network			
Passion	Self collection	Thru' Multiple paths	Miscellaneous:
			May call cycle, line, Y and so on, but basic are only three.
Chain-Conduction	Wheel-convection	All channel-Radiation	We may say like solid, liquid & gas

(Model-1.5)

7. Barriers of Communication: Barriers between the sender and the receiver are due to variety of distortion. The basic barriers are; Psychological, Physical and Semantic barriers. However, major factors, which act as barriers are:

- (a) **Perceptual Differences:** Main cause of conflict and misunderstanding.
- (b) **Semantic Barrier:** We hear what we expect/wish to hear (In TN state).
- (c) **Different Meanings:** (Because of culture or regional or religious reasons, like Dividend or interest=sood).
- (d) **Motivation and Interest:** Receiver should have interest or talk is motivating one.
- (e) **Perfunctory Attitude:** Marginal/ superficial attention.
- (f) **Source's Creditability:** Creditability is evaluated (Share may fall if FM makes negative statement).
- (g) **Filtering:** Register only relevant matter and separate th irrelevant information.
- (h) **Hidden Agenda:** One tries to hide intention behind, it is a tactful and diplomatic. (Not recommended and we will cover under TA).
- (i) **Value laden Words:** To high to be understood by commoners.
- (j) **Omission:** Omitting all un-favourables.
- (k) **Hoarding:** Hidden away (storing of facts- window-C).
- (l) **Information Overload:** One is handicapped by excessive information.
- (m) **Pressure of Time:**
- (n) **Emotions:** When high jacked (we will cover under EQ).

8. Strategies to Improve Communication: (Certain aspects being covered under TA). The strategies are:

- (a) Understand that Communication means clarity of thought.
- (b) Create an environment of trust and confidence (Leadership style).
- (c) Be clear about objective of Communication.
- (d) Be sensitive to the receiver's frame of reference.
- (e) Listen **empathically**, sympathy is inadequate.
- (f) Develop appropriate facial expression (being covered in Phase-2).
- (g) Ensure understanding, hence check intermittently.
- (h) Utilize feedback.
- (j) Use redundancy and repeat.
- (k) Paraphrasing.
- (l) Don't over talk.
- (m) Make eye contact.
- (n) Use of open door policy.
- (o) Appointing an Ombudsperson. Now all banks have.

9. Benefits of Effective Communication: As one tries to improve soft skills and experiences benefits:

9.1 Acts as Foundation of Mgt: It provides the key to facilitate the exchange of ideas; information as well as meeting of minds (Call it eyes and ears of mgt.).

9.2 Vital Role in Mgt: To make clear plans for that need facts and figures, that can be presented accurately by effective communication. In India, main reason of failure is communication gap.

9.3 Use in Formal OS: Depends upon an effective communication. Informal communication within the organization is responsible for holding together the members of primary social group.

9.4 Use if Rational Decision-making: communication provides a pivotal role in rational decision-making, organizational control, as well as building and maintenance of employees' morale.

9.5 Value addition by ICT: The technological advancement with computerization and Internet, it has enhanced speed and accuracy.

9.6 Conflict Resolution: You have studied in conflict Mgt. Tactful and palatable communication can resolve many serious issues before culmination at annihilation.

10. Summary:

10.1 In the modern society or place of work, there is a communication problem. When communication is considered, it is felt that it can flow information in a linear manner, whereas; it is not. Rather, it is a dynamic, interpersonal process that involves behavioural aspects. MIS, ICT and kinesthetic also matter a lot. Even Internet has played a vital role in communication, but upward, downward, diagonal and horizontal communication will play unique role and one can learn in due course. It is recommended that all practical exercises are attained and practiced at your leisure time in a group, to attain perfection.

10.2 7Cs: We should also remember 7Cs of Communication (Content, Context, Clarity, Channel, Capability, Creditability and with correctness Continuity).

11. Case: Who calls shot?