

CHAPTER - 4

COMMUNICATION SKILLS





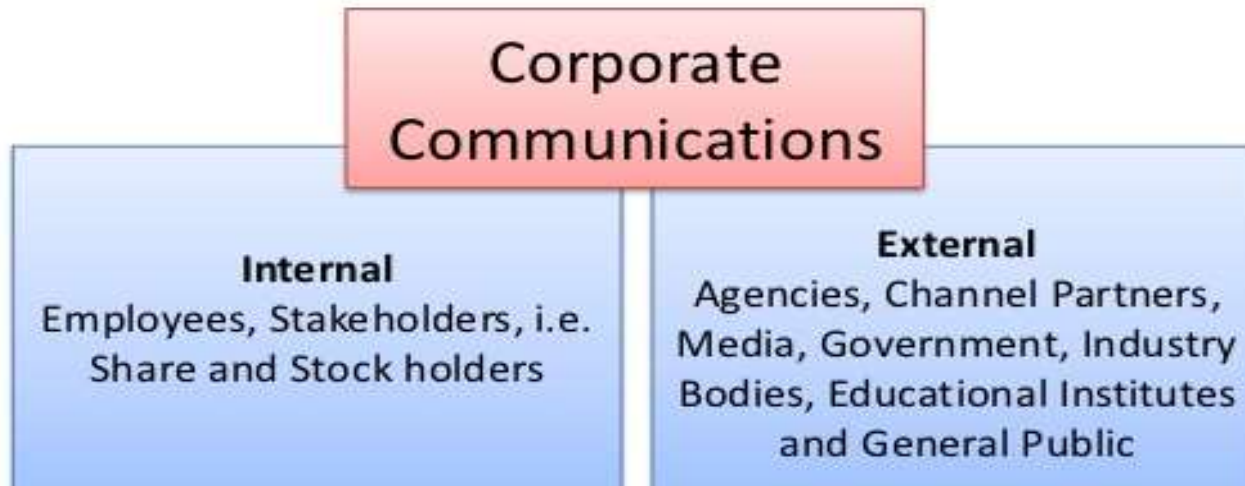
Definition of Communication

- Communication may be defined as a process of passing information from one person to another
- Elements of Communication
 - Sender
 - Receiver
 - Message
 - Medium
 - Channel
 - Noise
 - Feedback

CORPORATE COMMUNICATION

What is Corporate Communications?

Corporate Communication is a total communication activity generated by a company, body, institute to its public(s) in order to achieve its planned objective.



Features of Communication

- **Two way communication**
- **Information sharing and understanding**
- **Verbal and non-verbal**
- **Circular flow**
- **Goal oriented**
- **Continuous process**



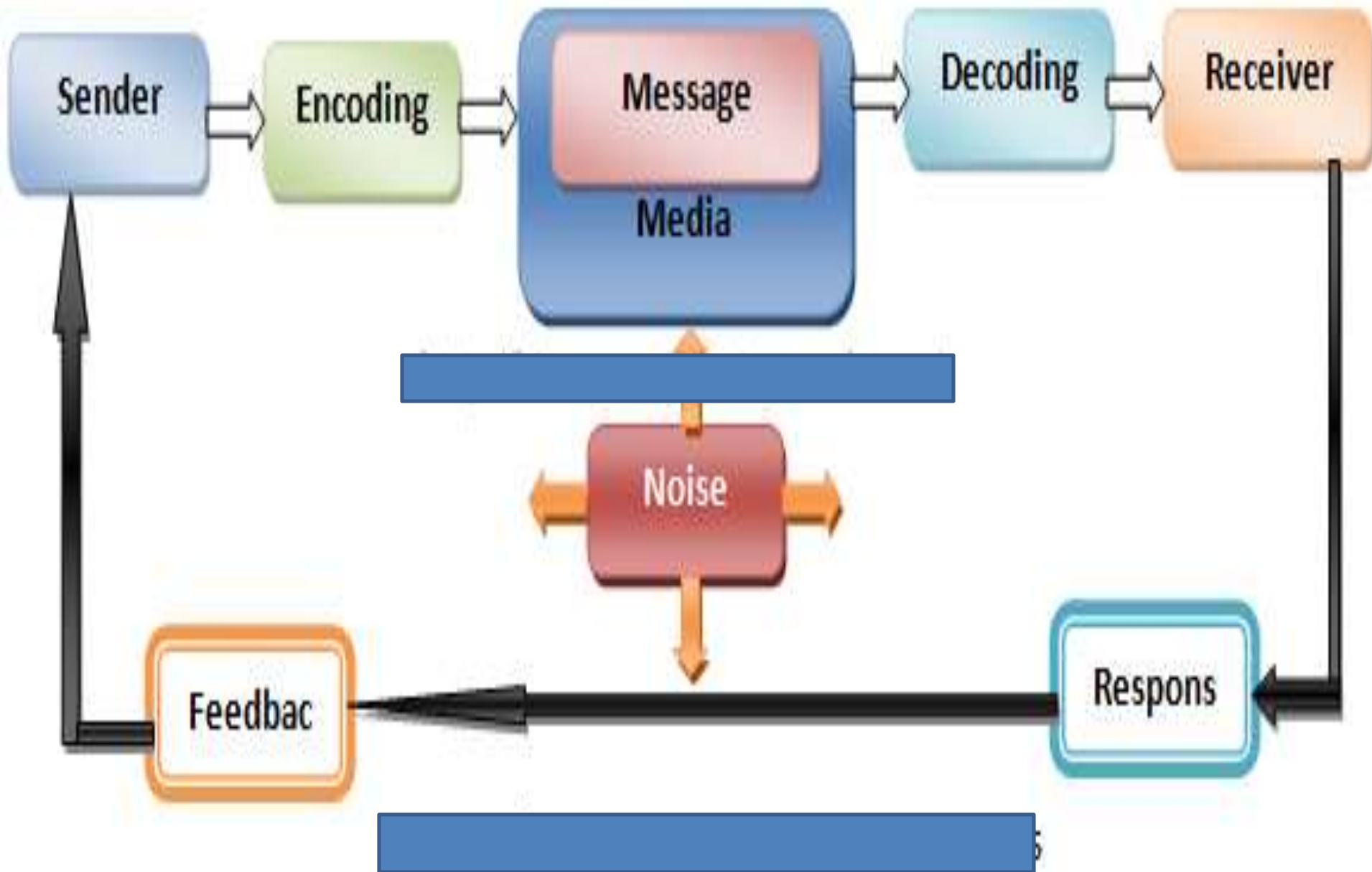
Objectives of Communication

- To obtain information
- To provide information
- To initiate an action
- To prevent an action
- To request for an action
- To advice or consult
- To facilitate learning
- To entertain

PRINCIPLES OF COMMUNICATION

- Simple language
- No ambiguity
- Proper medium of communication
- Adequacy of information
- Right climate in the organisation
- Follow up action
- Training to the communicators
- Co-operation of personnel
- Messages should not be mutually conflicting
- Action should be in the line with the message.

PROCESS (OR) COMPONENTS OF COMMUNICATION



IMPEDIMENTS (OR) BARRIERS OF EFFECTIVE COMMUNICATION

Barriers to Effective Communication



Types of barriers

- Semantic barriers
- Physical barriers
- Organizational barriers
- Psychological barriers

Importance of Feedback in Communication

Basis of problem solving

Democratic approach

Effective communication

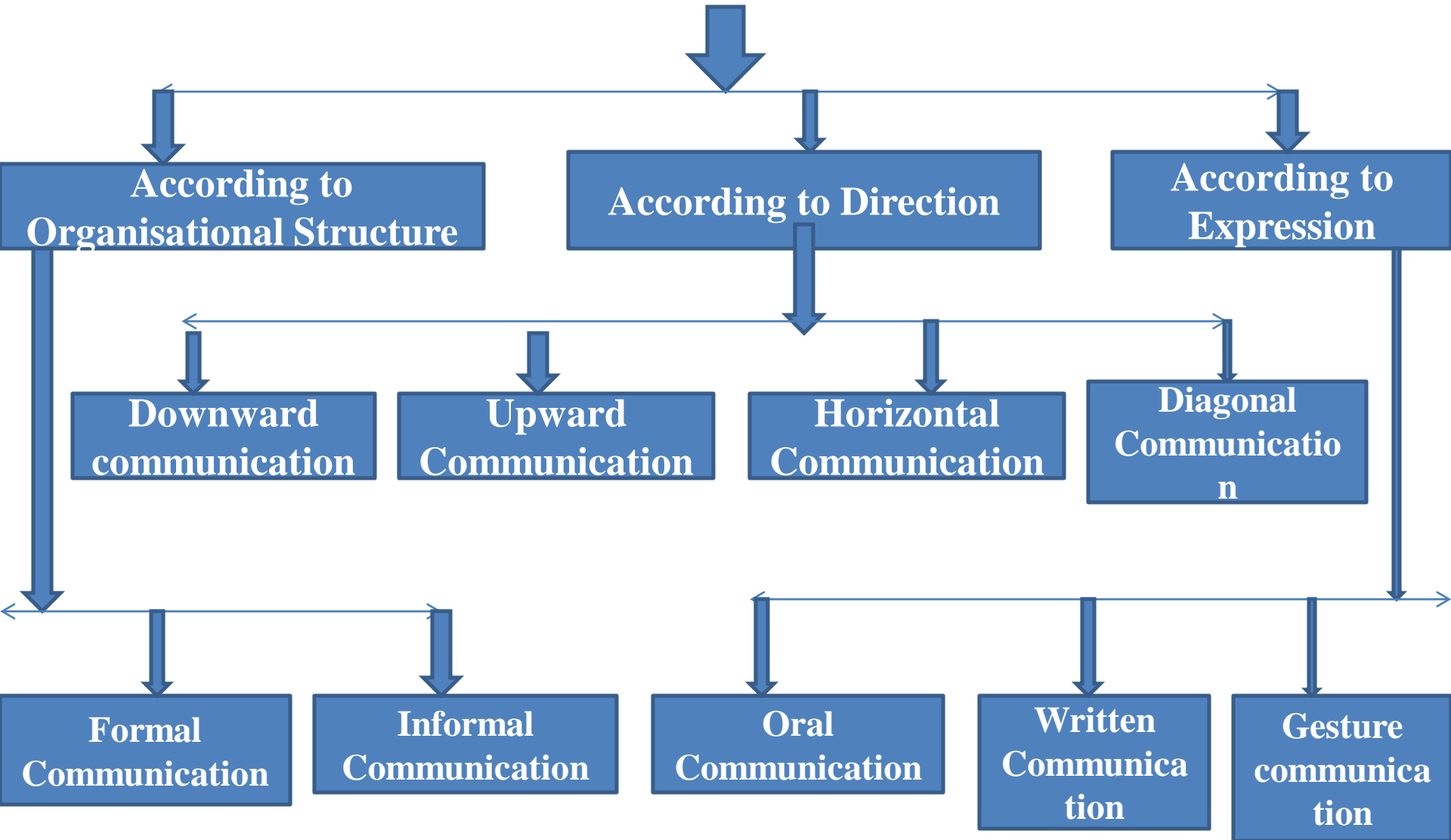
Identification of Improvement Area

Better understanding

Creating healthy relations

Effective coordination

FORMS OF COMMUNICATION



CASUSES / REASONS FOR COMMUNICATION GAP

- Fear
- Mistrust
- Body language and tone
- Maintaining an attitude
- A channel or system of communication
- Contempt- if there is contempt, then that reflects in words, and leads to dirty or half hearted conversations.
- Fixed ideas
- lack of homework
- Communication medium

ORAL COMMUNICATION

MEANING

- ❑ Oral communication implies communication through mouth. It includes individuals conversing with each other, be it direct conversation or telephonic conversation. Speeches, presentations, discussions are all forms of oral communication. Oral communication is generally recommended when the communication matter is of temporary kind or where a direct interaction is required. Face to face communication (meetings, lectures, conferences, interviews, etc.) is significant so as to build a rapport and trust.
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Advantages and Disadvantages of Oral Communication

Advantages of Oral Communication

- Time Saving
- Quick Feedback
- Application in Special Areas
- Powerful Means of Persuasion and Control
- Saving Money
- Effective for all
- More Reliable
- Flexibility
- Complete Understanding

Disadvantages of Oral Communication

- Emotion
- No Legal Validity
- Absence of Permanent Record
- Problem for Distance People
- Unsuitable for Lengthy Message
- Confused Speech
- Greater Chance of Misunderstanding
- Distortion of Meaning
- Uneasiness to Fix Responsibility
- Risk of Leak of Secret Information

NON- VERBAL COMMUNICATION

Definition

- Nonverbal communication is all types of communication that do not involve the exchange of words
- Facial expression, clothes, walk, body posture, skin color, hair style, touch, distance, time management, body language...

WRITTEN COMMUNICATION

- Written communication has great significance in today's business world.
- It is an innovative activity of the mind. Effective written communication is essential for preparing worthy promotional materials for business development.
- Effective writing involves careful choice of words, their organization in correct order in sentences formation as well as cohesive composition of sentences



PRINCIPLES OF EFFECTIVE WRITING

PRINCIPLES OF EFFECTIVE WRITING



Advantages & Disadvantages of Written Communication

Advantages

- Legally valid
- Provides detailed information
- Easy to produce anytime
- Saves time, money & energy
- Perfect
- Permanent record
- Scope to make changes

Disadvantages

- Slow & time consuming
- Difficult to change
- Delayed feedback
- Only for literate people
- Wastage of time



FORMAL COMMUNICATION

- **MEANING:** It is in the form of official messages and news that flow through recognized channels or routes formally laid by the organization.
- This communication may take place between a superior and subordinate, a subordinate and superior or among employees at same level or departmental managers.
- It flows in 3 directions: 1) downward 2) upward 3) laterally between departments. i.e. horizontal

Characteristics of formal communication

1. written or oral
2. formal relation
3. prescribed path
4. organisational message
5. deliberate effort
6. Authentic information
7. Identified source

Formal Communication

Advantages

- ▶ Satisfy the information needs of the organization
- ▶ Integrates the organization
- ▶ Coordination and control
- ▶ Sorts the information for high level executives
- ▶ Restricts unwanted flow of information
- ▶ Reliability and accuracy of information

Disadvantages

- ▶ Time consuming and expensive
- ▶ Increases the workload of line supervisor
- ▶ Information may get distorted
- ▶ Creates gaps between top executives and lower subordinates.

Informal Communication:

- “Informal communication” is just a casual talk generally happens among friends and family.
- Usually it is done orally and using gestures.
- It doesn't follow any authority lines.
- It has no recorded about communication.
- It is established for societal affiliations of members in an organization and face-to-face discussions.

Examples: Speech, talking, discussions, any live performance etc.

Informal Communication

Advantages

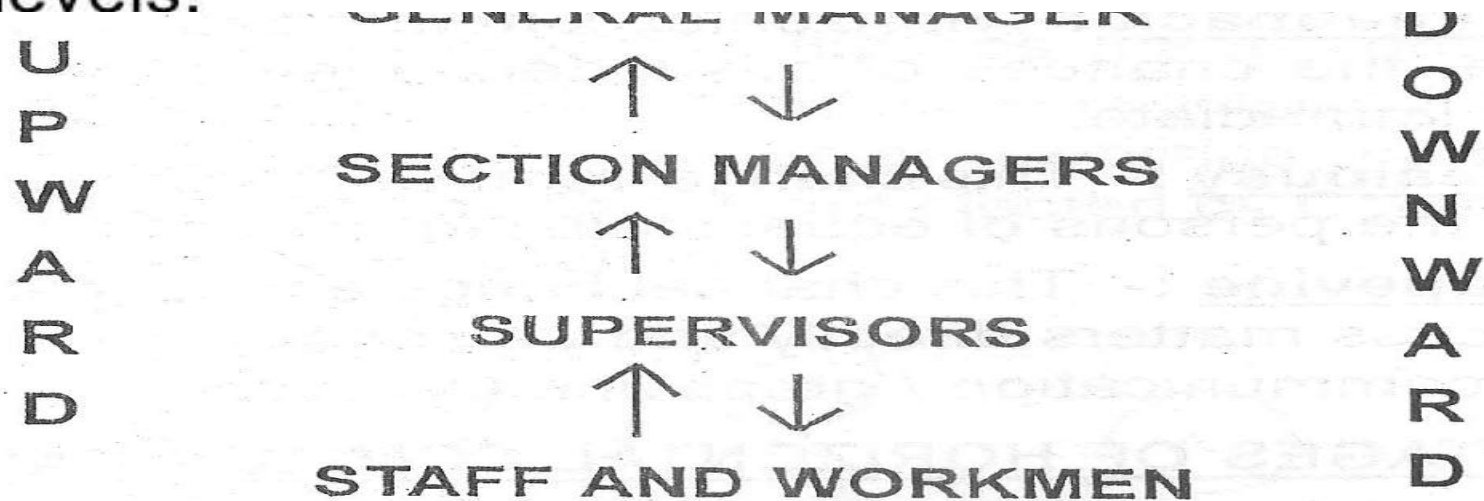
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- ❖ Fast & effective communication
 - ❖ Free environment
 - ❖ Better human relation
 - ❖ Easy solution of the difficult problem
 - ❖ Satisfying the social needs of the workers

Disadvantages

- 
- ❖ Incomplete information
 - ❖ Committing mistakes
 - ❖ Unsystematic communication
 - ❖ Huge rumor
 - ❖ Non co-operation
 - ❖ Lack of resistance

A. Vertical Communication

Vertical communication is communication that flows both up and down the organization, usually along formal reporting lines-that is, it is the communication that takes place between managers and their superiors and subordinates. Vertical communication may involve only two persons, or it may flow through several different organizational levels.



ADVANTAGES OF VERTICAL COMMUNICATION

- **Conveying message of subordinate:**
- **Maintains good labor-management relations:**
- **Maintains organizational discipline:**
- **Explaining policies and plan**
- **Effective decision making**
- **Help in decentralizations**
- **Avoid by-passing**
- **Maintains chain of command**
- **Assigning jobs and evaluating performance**
- **Increase efficiency**

DISADVANTAGES OF VERTICAL COMMUNICATION

- **Delay process**
- **Disturbing discipline**
- **Efficiency reduces**
- **Loss or Distortion of information**
- **Reduces relationships**
- **Slowness system**
- **Negligence of superiors**

Upward communication

- The main functions of upward communication is to supply information to the upper levels about what is happening at the lower levels.

For example: suggestion systems, appeal and grievance procedures, complaint system, counseling sessions, joint setting of objectives, the grapevine, group meetings. etc



Advantages of Upward Communication

Decision Making

Providing Counsel

Motivation

Feedback

Favorable Organizational Environment

Development of Plan

Development of Creativity

Good Relations

Prompt Appreciation

Knowing Employee Attitude

Advantages of Upward Communication

Fosters Friendly Relations

Provides Valuable Feedback

Encourages Participation

Two-Way Process

Making Suggestions

Introducing New Projects

Employee Morale

Definition of downward communication

<http://bizcommunicationcoach.com/>


- **Downward communication** is the flow of information and messages from a higher level inside an organization to a lower one. Effective **downward communication** is crucial to an organization's success.



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Advantages and Disadvantages of Downward Communication

Advantages of Downward Communication

- To inform
- Delegation of Authority
- Explaining Policies
- Maintaining Discipline
- Increasing Efficiency
- No Bypassing
- Building Good Relationship

Disadvantage of Downward Communication

- Under communication and over communication
- Lack of Feedback
- Loss of Information
- Delay in Exchanging Information
- Distortion of Information
- Creation of Resentment

Types of Downward Communication in Business

Types of Downward Communication

<http://bizcommunicationpro.com/>

- Directives
- Meeting
- Bulletins
- Letters
- Memos
- Employee Handbooks
- Information Racks
- Pay Inserts
- Posters
- Company Periodicals
- Loudspeaker
- Annual Report



Lateral/Horizontal Communication

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- Communication that takes place at same levels of hierarchy in an organization is called lateral communication, i.e., communication between peers, between managers at same levels or between any horizontally equivalent organizational member. The

EXAMPLES

PRODUCTION
MANAGER



SALES
MANAGER



PURCHASE
MANAGER

HORIZONTAL COMMUNICATION

Advantages of Horizontal Communication

```
graph TD; A[Advantages of Horizontal Communication] --> B[Saves time]; B --> C[Co-ordination and co-operation]; C --> D[Efficiency]; D --> E[Increases productivity]; E --> F[Immediate feedback]; F --> G[Removes jealousy]; G --> H[Checks grapevine]; H --> I[ ]; style I fill:#0070C0,stroke:#000,stroke-width:1px
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Saves time

Co-ordination and co-operation

Efficiency

Increases productivity

Immediate feedback

Removes jealousy

Checks grapevine

Disadvantages of Horizontal Communication

```
graph TD; A[Disadvantages of Horizontal Communication] --> B[Jealousy among superior rank]; B --> C[Disruption if used in excess]; C --> D[Feeling of frustration]; D --> E[Waste of time in gossiping]; E --> F[Interdepartmental Rivalry];
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Jealousy among superior rank

Disruption if used in excess

Feeling of frustration

Waste of time in gossiping

Interdepartmental Rivalry

Diagonal Communication

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> Communication that takes place between a manager and employees of other workgroups is called diagonal communication. It generally does not appear on organizational chart. For instance - To design a training module a training manager interacts with Operation personnel to inquire about the way they perform their task.

Diagonal Communication



ADVANTAGES OF DIAGONAL COMMUNICATION / CROSS WISE COMMUNICATION

- Building of cross department teams
- Selecting the right person for transmitting the information
- Fast method of communication
- Encourages friendliness & informality
- Correct information is transmitted
- Effective in critical situations

DISADVANTAGES OF DIAGONAL COMMUNICATION / CROSS WISE COMMUNICATION

- Destroys lines of authority
- Creates ego issues
- Lead to conflicting orders & hence further confusion
- Verbal & hence no accountability.

Internal communication

- It is the communication that relates directly to the foundation of an organization: **the people – staff, management and volunteers** – that give your organization its ability to function
- Internal communication refers to the almost constant interactions within your organization that **convey meaning**

3 Types of Internal Communication

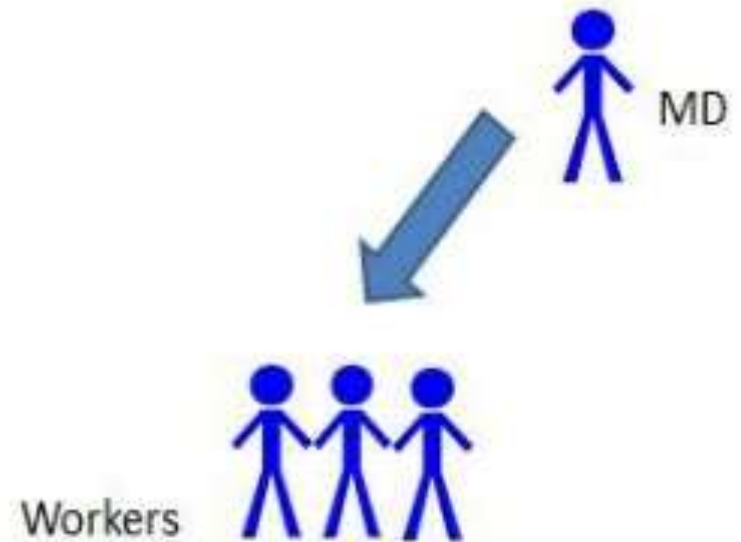
1. Horizontal (sent between people at same level)



2. Upward



3. Downward



MEANING OF CROSS CULTURAL RELATIONSHIP

- Cross cultural relationship is the ability to form, foster, improve relationship with member of culture, different from one's own.
- Cross cultural relationships build on cultural values, perceptions, social structure and decision making practices.

VISUAL COMMUNICATION



Definition



- Visual Communication is a process of sending & receiving messages.
- Communication of ideas through visual images.
- Most benefited is the WWW as users are accessing the same from across the globe.

VISUAL AIDS / AUDIO VISUAL AIDS

DEFINITION



- “Audio visual aids are any device which can be used to make the learning experience more concrete , more realistic and more dynamic”

-KINDAR S JAMES

- Audio-Visual Aids are those sensory objects or images which initiate or stimulate and reinforce learning.

- BURTON

Types of Visual Aids

- * Traditional visual aids
- * Models
- * Illustrations
- * Graphs
- * Charts
- * Video
- * Transparencies

ADVANTAGES OF VISUAL COMMUNICATION

Advantages vs. Disadvantages

Advantages:

- Causes more than one sense to be involved in the learning process
- Allows for more rapid presentation of material
- Often results in more rapid initial understanding
- Promotes increased retention
- Facilitates learning process for a variety of student learning styles simultaneously

Disadvantages:

- No permanent record of what was written
- Instructor's back to audience
- Limitations on portability & audience size
- Must write legibly
- Cannot talk while facing board
- Involve the students
- Have plenty of chalk/markers & recap markers



Difference Between Oral and Written

Oral

- ❑ Interactive
- ❑ Fluid /no limits (if senders goal is not met changes his strategy)
- ❑ Basic issues
- ❑ Pen down ideas so they are brief
- ❑ Conducted at any place
- ❑ Not much impact
- ❑ Instant feedback

Written

- ❑ Delayed interaction
- ❑ Medium is frozen
- ❑ Complex issues sorted out
- ❑ Longer time frame
- ❑ Cost is high
- ❑ Greater impact
- ❑ Prolonged feedback

What is listening ?

- Listening is the absorption of the meanings of words and sentences by the brain. Listening leads to the understanding of facts and ideas.



Importance of listening

- Listening is the first and the foremost communication skill that we learn in our lives. It has great importance in our everyday life such as:
 - 1) It helps in learning.
 - 2) It increases one's understanding.
 - 3) It builds stronger relationships by creating a desire to co-operate among people because they feel acceptance and acknowledged. It creates acceptance and openness.
 - 4) It reduces stress and tension
 - 5) It resolves conflicts.
 - 6) It relieves boredom (i.e. listening to music)
 - 7) It can improve work quality on job because it is the most frequent type of on-the job communication.

TYPES OF LISTENING

- ACTIVE LISTENING
- PASSIVE LISTENING
- SELECTIVE LISTENING
- EMPATHETIC LISTENING
- APPRECIATIVE LISTENING
- CRITICAL LISTENING
- PROJECTIVE LISTENING
- RELATIONSHIP LISTENING
- COMPREHENSIVE LISTENING
- INTUITIVE LISTENING

The listening process

1. Receiving

- Physically hear message and take note
- Affected by external factors i.e noise

2. Interpreting

- Infer speaker's meaning based on own experiences
- Need to understand speaker's frame of reference

3. Remembering

- Store message for future reference

4. Evaluating

- Consider points mentioned and assess their importance

5. Responding

- Reacting to speaker's message

6. Acting

- In certain occasion, action is vital. Put all promised action in writing and make sure to deliver promises

BARRIERS TO LISTENING



Barriers to Effective Listening

Beware of these barriers to effective listening! Learn to recognize them when they appear and find ways to overcome them.

- Hearing impairments
- Lack of interest
- Personal biases
- Short attention span
- Thoughts of personal matters
- Interruptions
- Noise
- Language/cultural differences
- Busyness
- Multitasking

SPEAKING SKILLS

What is Speaking?

- **Speaking is "the process of building and sharing meaning through the use of verbal and non-verbal symbols, in a variety of contexts."**

(Chaney, 1998, p. 13)

STEPS TO IMPROVE THE SPEAKING SKILLS

- **STEP 1: UNDERSTAND THE AUDIENCE**

- Understand the audience
- Analyse the circumstances

- **STEP 2: PRESENTATION PREPARATION**

- Brainstorm the topic
- Collect information
- Write a draft and check out for correction
- Use visual aids
- Practice the presentation and read it aloud

- **STEP 3: DELIVER THE PRESENTATION**

- Deliver of your speech
- Handling question

BODY LANGUAGE / KINESICS

Definition

- "Body language," includes all the communication through the non-verbal channel. This can include how we greet others, how we sit or stand, our facial expressions, our clothes, hair styles, tone of voice, eye movements, how we listen, how we breathe, how close we stand to others, and how we touch others. The pressure of body language can especially be felt in emotional situations where body language usually prevails over words. This article will use the terms "body language" and "nonverbal communication" interchangeably.

FORMS OF BODY LANGUAGE

- **Aggressive body language:** showing physical threat
- **Defensive body language:** protecting self from attack
- **Attentive body language:** showing real interest
- **Bored body language:** just not being interested
- **Deceptive body language:** seeking to cover up lying or other deception
- **Emotional body language:** identifying feeling
- **Evaluating body language:** judging and deciding about something
- **Open body language:** many reasons for being open
- **Closed body language:** many reasons are closed
- **Power body language:** demonstrating one's power
- **Relaxed body language:** comfortable and unstressed
- **Dominating body language:** dominating others
- **Submissive body language:** showing you are prepared

Gestures Definition

a movement or position of the hand, arm, body, head, or face that is expressive of an idea, opinion, emotion, .

Communicating with out word.

POSTURE

Definition

Posture is the attitude assumed by the body either with support during muscular inactivity, or by means of the co-ordinated action of many muscles working to maintain stability

DRESS CODE

- Dress code refers to a set of rules specifying the types of clothing to be worn by a group or by people under specific circumstances
- People are treated on the basis of their social status their dress indicates well dressed individuals are treated favourably than a poorly dressed individual
- The kind of clothing one should wear is based on the environment and comfort factor. In a business situation a person dressed inappropriately will not be taken seriously

FASCIAL EXPRESSION

- List fascial expression: smile, bush, happiness, sadness, anger, disgust, fear, surprise.

SPEECHES

Definition

The speech to entertain has as its goal to catch and hold attention. It may provide information, and it may persuade; it may even be humorous, though that is not a requirement of the speech to entertain. The speech to entertain meets its goal if it does nothing more than catch and hold attention.

Alan H. Monroe
(Principles and Types of Speech)

Characteristics of Good Speech



- Clarity
- Length
- Informative and Illuminating
- Interesting
- Match the wavelength of the audience
- Neither too formal or too personal
- Concrete rather than vague

PRESENTATION SKILLS

Presentation (meaning)

A presentation is a formal way of communicating your thoughts, information and ideas to an audience which can be adapted to various speaking situations, such as talking to a group, addressing a meeting or briefing a team.

OR

A presentation is a bunch of information that you've put into a form that you are able to demonstrate to others.

TYPES OF PRESENTATIONS

- Monologue presentations – speaker speaks without interruption and at the end, answers the questions of audience. Example: class room situation.
- Guide discussions
- Sales presentations
- Lecture
- Seminar
- Discussion
- Posters
- Slide shows
- PowerPoint
- Videos
- Presentation software
- Handouts
- Flip charts – paper stand
- White or black board

HOW YOU DESIGN A NEW PRESENTATION

- Identifying the purpose
- Considering the audience
- Selecting the content
- Organising the structure
- Designing visual aids
- Rehearsing the presentation
- delivering the presentation
- Evaluating the performance

GROUP DISCUSSIONS

Meaning of Group Discussion

- A GD is a methodology used by an organization to gauge whether the candidate has certain personality traits and/or skills that it desires in its members. In this methodology, the group of candidates is given a topic or a situation, given a few minutes to think about the same, and then asked to discuss the it among themselves for 15-20 minutes.
- Freshersworld.com brings you an elaborate section for GD as you had ever seen anywhere else.

FACTORS TO BE CONSIDERED FOR GROUP DISCUSSION

- Subject knowledge
- Presentation
- Language
- Logical thinking
- Clarity in thoughts
- Body language
- Dress code
- Exchange of information
- Discuss each other's interpretations
- Stay on topic

Meaning of the term 'Interview'

- ◆ Basically ,an **interview** is a conversation between two people (the interviewer and the interviewee) where **questions** are asked by the interviewer to obtain information from the interviewee.
- ◆ The word interview can have different meanings. For example a reporter interviews a celebrity for television. This kind of interviews can be **one-on-one** but usually when it comes to television there are many reporters from different channels.

TYPES / METHODS / TECHNIQUES OF INTERVIEW

Types of interview

- ◆ Screening Interview
 - ◆ Telephone Interview
 - ◆ Video Conferencing
 - ◆ One-on-One Interview
 - ◆ Panel Interview
 - ◆ Group Interview
 - ◆ Group Interview/Information Session
 - ◆ Sequential/Serial Interview
- 

COMMON INTERVIEW QUESTIONS

Ten common interview questions and answers

- Tell me about yourself?
- Tell about a difficult situation you were face and how you dealt with it
- Tell me about a time when you were confronted with an unpleasant customer and how you dealt with it?
- What do you know about the company?
- What is your greatest achievement
- Why should we offer you a job
- What are your strengths
- What are your weakness



TIPS / REQUIREMENTS FOR SUCCESSFUL INTERVIEW

- Arrive about 5 to 15 minutes early for the interview
- Dress in conservative and appropriate manner. Always wear the best
- Greet the interviewer with a firm handshake and establish good eye contact
- Give the interviewer undivided attention
- Relate your work experience and academic coursework directly to the job skills required
- Be alert to cues that's the interview is about to end.

MEANING OF RESUME

- A Resume is document that markets your skills, abilities and qualifications.
- resume is a one to two page formal document that lists a job applicant's work experience, education and skills. A resume is designed to provide a detailed summary of an applicant's qualifications for a particular job - it is not usually meant to provide a complete picture.
- A good resume gives the potential employer enough information to believe the applicant is worth interviewing. A one-page cover letter, submitted along with the resume, can provide additional information about the applicant's qualifications.

CONTENT/ TIPS OF GOOD RESUME

Contents of the resume

- An attractive Resume Title
- A clear Career Objective
- A brief and crisp summary of your self
- Why you would make a great addition to the company
- Detailed education Qualifications
- Detailed work experience
- Key and important achievements
- Your strengths and weaknesses
- Your hobbies & interests
- References
- Personal details

Writing a resume

- Be detailed but at the same time keep it short
- Be truthful (do not lie)
- Order (latest happenings first)
- Provide examples wherever possible
- Use simple and correct language
- Format your resume properly

