9.0 COMMUNICATION

1. Define communication.
Communication is the process by which a person, group or organization [the sender] transmits some types of information [the message] to another-person, groups or organization[the receiver]. In other words, communication is the transmission and reception of ideas, feelings and attitudes, both verbally and non-verbally, which gives rise to a response.

2. Enlist the key function of communication.
The key features of communication are enlisted as follows:

- Communication is essential for manager to control subordinate’s behaviour.
- Communication is often used by organization to motivate workers to give their best performance.
- Communication provides opportunity to employees for emotional expression of their feelings.
- Communication is key way to provide essential information for employee.

3. State the basic elements essential for a communication.
The basic elements essential for a communication are enlisted as follows:

- Sender[source]
- Encoding
- Transmission
- Decoding
- Receiver
- Feedback
- Noise

4. What do you know by non-verbal communication?
The communication process that involves all elements of human communication but oral and written is termed as non-verbal communication. Some of the common forms of non-verbal communication in organizations are enlisted as follows:
5. Differentiate between formal and informal communication.

They are differentiated as follows:

<table>
<thead>
<tr>
<th>Formal communication</th>
<th>Informal communication</th>
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<tbody>
<tr>
<td>Communication through the channels of communication established formally by the management in an organization is termed as formal communication.</td>
<td>Communication based on social relationship rather than the organizational structure or job descriptions is termed as informal communication.</td>
</tr>
<tr>
<td>Formal communication is controlled by the management.</td>
<td>Informal communication is not controlled by the management.</td>
</tr>
</tbody>
</table>

6. Point out the different formal networks of communication.

The different formal networks of communication are enlisted as follows:

- Chain network
- Wheel network
- Circle network
- All channel network

7. Point out the different informal networks of communication.

The key informal networks of communication are enlisted as follows:

- **Single strand**: Each tells one another.
- **Gossip**: One tells all.
- **Probability**: Each randomly tells others.
- **Cluster**: Some tells selected others most typical.

8. What is oral communication?
Oral communication is the most popular method of communication. It is also known as verbal communication. Oral communication is done with the help of spoken words. Oral communication may be face to face or through mechanical devices like telephone or computer.

9. **What is written communication?**

When communication is conducted on written form such as letters, proposals, telegrams, faxes, brochure, etc. it is known as written communication. Written communication is verifiable and tangible in nature hence, carries a major significance in today’s business world.

10. **List out the current issues in communication.**

The current issues in communication are listed as follows:

- Gender issue
- Politically corrected communication
- Cross culture
- Electronic communication
- Privacy
- Silence as communication

11. **List out the means of communication frequently used in offices.**

The means of communication frequently used in offices are enlisted as follows:

- **Based on methods used**
  - Oral
  - Written
  - Non-verbal
- **Based on direction**
  - Vertical
  - Horizontal
  - Diagonal
- **Based on relationship**
  - Formal
12. **Point out the merits of written communication.**

The key merits of written communication are enlisted as follows:

- Written communication is permanent in nature and hence can be used for future reference.
- Written communication minimizes the chances of misinterpretation, misrepresentation and distortion of information.
- Written communication can be used as an evidence of events and activities.
- Written communication is usually formal and authoritative in nature.

13. **Point out the demerits of written communication.**

The key demerits of written communication are enlisted as follows:

- Written communication is time consuming and expensive in nature.
- Written communication is often rigid and formal than necessity.
- Written communication often lacks the immediate feedback. Hence, does not know if the receiver has understood or not.

14. **Point out the merits of oral communication.**

The key merits of oral communication are enlisted as follows:

- Oral communication is least time consuming and inexpensive in nature.
- Oral communication is direct and simple in nature.
- Oral communication provides immediate feedback.
- Oral communication generally helps to minimize delays and other unnecessary formalities.

15. **Point out the demerits of oral communication.**

The key demerits of oral communication are enlisted as follows:

- Since there is no any provision of keeping any formal record, oral communication is often devoid of proof and hence may generate conflict.
It is very difficult to carry out oral communication in case of lengthy and distance communication.
Barriers of communication are stronger in oral communication.

16. List out the advantages of grapevine communication.
The key advantages of grapevine communication are enlisted as follows:
- Grapevine communication helps employees to have sense of their workplace.
- Grapevine communication is a key way to communicate organizational stories and culture.
- Grapevine communication helps to relieve anxiety and develops affiliation.

17. List out the disadvantages of grapevine communication.
The key disadvantages of grapevine communication are enlisted as follows:
- Grapevine communication is a key way to spread false rumours and destructive information on organization.
- Moreover, it is difficult to identity individual for false information spreading.
- Grapevine communication often generates negative attitude towards management.

18. List the barriers for effective communication.
The key barriers for effective communication are enlisted as follows:
- Human barriers: Emotions, mental abilities, biasness, etc.
- Semantic barriers: Word interpretations, language translation, etc.
- Physical barriers: Geographical distance, mechanical failures, etc.
- Organizational barriers: Organizational structure, status, position, etc.

19. Sketch the communication process model.
It is sketched as follows:
20. What is lateral communication?
Lateral communication refers to the type of communication that takes place at same levels of hierarchy in an organization. For example, when communication takes place between managers at same levels, it is termed as lateral communication.

21. What is upward communication?
When the communication flows from lower level of organizational hierarchy to upward level it is known as upward communication. Subordinate often use upward communication technique to convey performance feedback and any probable problems to their superiors.

22. What do you mean by star [wheel] network?
The communication network in which all communication passes through central authority just like the hub of a wheel is known as star [wheel] network. In star network workers do not communicate with each other.
23. Define chain network.

The communication network that rigidly follows the formal chain of command is known as chain network. For example, when a senior manager communicates to manager whom then communicates to assistant manager and management trainee.

24. What do you mean by circle network?

The communication network where each member can communicate to the adjoining member is known as circle network. In this network, information flows in a circle so that each member is in a position to communicate with two persons.

25. What do you mean by all channel network?
When there is no restriction in the flow of communication among the member, such communication network is known as channel network. All channel network allows all group members to actively communicate with each other.

26. Define communication and describe its purpose and functions.

Communication
Communication is the exchange of facts, opinions, ideas and other information from one person to another of common interest. It is essential to impart a complete understanding of the subject matter of information.

According to Keith Davis, "Communication is the process of passing information and understanding from one person to another."

Purpose and Function of communication
The purpose and functions of organizational communication can be described as follows:

a. Achieve coordinated action: Like the human nervous system coordinates responses by sending message to the various parts of the body, communication coordinate the actions of the parts of an organization.

b. Information sharing: It is the second purpose of organizational communication. It works in two ways: (i) first, it gives organizational members a sense of purpose and direction towards organizational goals, and (ii) second, it gives a specific task direction to individuals.

c. Expression of feelings and emotions: People in organizations use communication to exchange emotions (e.g., happiness, anger, displeasure, confidence, fear etc)

d. Control: Communication helps to control the behaviour of members in many ways. It is done through using authority, formal guidelines, job description etc. Both formal and informal communication helps to control employee behaviour.

e. Motivation: Proper communication helps employee to understand expected behaviour, performance standards, new goals/policies etc. All these activities (a core function of
communication) ultimately help to increase the employee motivation because it eliminates confusion and misunderstanding.

27. What is communication process? Point out the major elements.

Communication Process

Communication is the process by which a person, group or organization (the sender) transmits some type of information (the message) to another person, groups or organization (the receiver). In other words, communication is the transmission and reception of ideas, feelings and attitudes, both verbally and non-verbally, which gives to a response.

Elements of Communication Process

The key elements of communication process are explained briefly.

i. Source (Sender): The process of communication begin with source (sender). A source could be anyone such as an individual, group or organization that is interested in communicating some thing.

ii. Encoding: Encoding, is the best process converting a communication message into symbols that can be transmitted. The transmitted symbols could be sound, word, number, pictures etc.

iii. Transmission: Transmission refers to the process that sends the transmittable symbol from source to the receiver. The medium of transmission connects the sender with receiver. Face to face verbal communication, use of mass media etc. are some of the widely used medium.

iv. Decoding: Decoding refers to the process by which the receiver draws meaning from symbols encoded by the receiver. One's knowledge, attitude, cultural background, etc influence the ability of an receiver to encode the message.

v. Receiver: The receiver refers to any individual group or organization that receives the encoded symbols and decodes them.

vi. Feedback: The response of the receiver to the message communicated to him is known as feedback. Feedback enables the sender to check if the message received has been properly understood or not.

vii. Noise: Any kind of internal or external disturbance that interferes that communication process is known as noise.

28. Explain the barriers for effective communication. How they can be minimized?

Barriers to Effective Communication

There are several barriers that distort the communication process. These barriers generate confusion and misunderstanding in the organizations by creating bottlenecks, delays and
distortions of the information. Several organizational problems relating to smooth working and human relations exist today due to these Barriers: Some of the key classification of such barriers are explained below:

i. Human barriers: Barriers related with the human that are part of communication process is termed as human Barriers. Also known as personal Barriers they arise from social values, emotions, judgements and lead to a psychological distance.

ii. Semantic barriers: One of the most common communication Barriers is semantic Barriers. Semantic refers to that branch of science that deals with the study of communication symbols. In this regard, semantic Barriers arise when there is discrepancy in meanings which different people attach to different things.

For example,

*round*: shaped like a ball

*round*: related to time, 'as round as clock'

Hence, a word round could be understood in two different way which creates distort.

iii. Organizational Barriers: In many cases organizational system and belief itself creates problems in the flow of information. Some of the key organizational Barriers are listed as follows:

- Organizational policy
- Organizational rules and regulations.
- Lengthy scalar chain
- One-way communication system
- Lack of confidence in subordinates.

iv. Physical Barriers: Internal structure of the organization and layout of machine create Barriers in the communication process. Some of the key physical Barriers are enlisted as follows.

- Physical distance
- Hierarchy structure
- Office design
- Noise

v. Technological Barriers: Technological Barriers occur due to defect in technology used and overload in information. In these cases receiver cannot respond leading to communication problem. Some of the common technological Barriers are listed as follows:

- Mechanical Barriers
- Loss of transmission
- Information overload
- Insufficient period allowed.
Overcoming Communication Barriers

*Use of simple language:* Experience suggests that complex language, technical terms, and jargon make communication difficult to understand and frustrating to the listener. It is not true that complex ideas require complex words to explain them. Hence, while preparing the communication message, its language should be relatively simple and the ability of the receiver to interpret the message accurately should be kept in view. Efforts should be made to explain abstract ideas and avoid the vague expressions.

*Regulating the Flow of Communication:* Priority of message to be communicated should be determined so that the managers may concentrate on more important messages of high priority. Similarly, the message received should be edited and condensed, to the extent possible, to reduce the chances of overlooking or ignoring important messages.

*Give constructive feedback:* Communication is complete when it receives feedback. Feedback may include the receivers response in terms of acceptance and understanding of the message, his/her action, and the result achieved. Thus a mechanism of providing constructive feedback helps to overcome communication Barriers.

*Repetition:* Repetition of message helps improve effectiveness of communication. It helps the listener interpret message that are ambiguous, unclear, or too difficult to understand the first time they are heard. Repetition also helps avoid the problem of forgetting. A popular strategy to help the managers remember the main points is "Tell them what you're going to tell them, then tell them what you've told them."

*Restraint over emotions:* Strong feelings and emotions on the part of either the sender or receiver of the message distort the meaning of the message. One may, therefore defer the communication for sometime. He/She should respond to communication with a composed mind only.

*Mutual trust and faith:* Communication becomes effective having mutual and faith between the sender and receiver of the message. The honesty of the purpose is the best means breeding trust and faith between the two parties, i.e., sender and receiver.

*Active listening:* Misunderstanding and confusion are often caused by the half-hearted attention to the communication. Therefore, a receiver listener needs to be patient mentally well composed, and avoid distractions while receiving the message. He/She should seek clarification, if necessary, on the message. At the same time, the sender of the message must also be prepared to listen to what the receiver has to say, and respond to his questions, if any.

29. Give a short explanation of current issue in communication that are very common in Nepalese organization.

Issues Confronted By Organization in Communication

The key issues confronted by organization in communication are explained briefly.
Communication barriers between men and women

According to Tannin's research, men use talk to emphasize status, while women use it to create connection. Men are often more direct than women. Men frequently complain that women talk on and on about their problems, while women criticize men for not listening. When men hear about a problem, they frequently assert their desire for independence and control by offering the solutions. Women usually present the problem to gain support and connection, to promote closeness with men but not take his advice this creates a distancing between them.

Politically correct communication

There are many words when used directly gives a different meanings and insults others. Thus, over the period of time there has been the development of politically correct words and sentences. One must be sensitive about the choices of words. Having said that, one must be aware about the demerits of misinterpretation using politically correct words.

For example:

<table>
<thead>
<tr>
<th>Traditional word</th>
<th>Politically correct word</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dwarf</td>
<td>Vertically challenged</td>
</tr>
</tbody>
</table>

Cross-cultural communication

Cross-cultural communication has been another current issues in communication. Language differ as per culture. The same word means different things to different people. A gesture that is understood and acceptable in one culture may be meaningless and disgusting in another culture. The tone of language also differs in different culture. In some culture, more formal languages are used, while in some culture, frequently in formal languages are used. This is due to cross-cultural effect. People from different culture also view the world in different ways. Thus due to cross cultural effect there may cause barriers in communications.

Electronic communication

Organizational boundaries become less relevant as a result of electronic communication. Electronic communication such medium as cellular phones, email, etc. now allows accessing the desired person at any time and at any place of the world. The line between an employee's work and non-work life is no longer distinct. Networked computers in an office allow the employees to share the files and jump vertical levels within the organization.

Electronic communications have revolutionized both the ability to access other people and to reach them almost instantaneously. Unfortunately this access and speed have come with some costs. Electronic mail, for instance, does not provide the non-verbal communication components that face-to-face meeting does.

30. Why is communication important?
The importance of communication in an organization is explained through following points.

1. **Basis of decision-making**: Communication is essential for decision making and planning. The quality of managerial decisions depends on the quality of communication. At the same time, decision and plans of management need to be communicated to the subordinates. Effective communication is also helpful in the proper implementation of plans and policies of the management. It is the basis of effective leadership because it makes the leader's idea and opinions known to the subordinates.

2. **Facilities co-ordination**: Communication is the most effective means of creating cooperation and coordination among individual efforts. Exchange of ideas and information helps to bring about unity of action in the pursuit of common purpose. Communication binds people together.

3. **Sound industrial relations**: Effective communication helps to create mutual understanding and trust between the employer and the employees. It enables the management to come into close contact with workers. It serves a bridge between management and labour and creates team spirit in the organization. Thus, an effective communication system is a prerequisite of good labour management relations.

4. **Smooth and efficient operations**: An effective communication system serves as a lubricant, fostering the smooth and efficient functioning of the enterprise. The achievement of enterprise goals is of paramount importance and communication is one of the important tools available to the manager seeking to attain them. It is through communication that a manager changes and regulates the behaviour of subordinates in the desired direction. Effective communication promotes managerial efficiency.

5. **Industrial democracy**: Communication is essential for worker's participation in management. It is helpful in delegation and decentralization of authority. Effective communication is the basis of training and development of managerial personnel. The process of leadership itself depends upon effective communication.

6. **Employee motivation and morale**: Through communication, management can keep the employees fully informed of plans, job changes, etc. The motivation and morale of employees tend to be high when they clearly understand what they are supposed to do. Communication is the means by which employee can bring their suggestions, difficulties and grievances to the notice of the management. Upward communication ensures greater job satisfaction and stimulates worker's enthusiasm and loyalty to the enterprise. Effective communication satisfies personal and social needs of employees.

7. **Public relations**: In the today's time, every business enterprises must create and maintain a good corporate image in the society. Communication is a indispensable means of developing a favourable public opinion. It is through communication that management can keep cordial relations with the government, trade unions, customer and the community.