



Class: TY BSc

Subject : Business Communication

Subject Code: PUSASQF 501

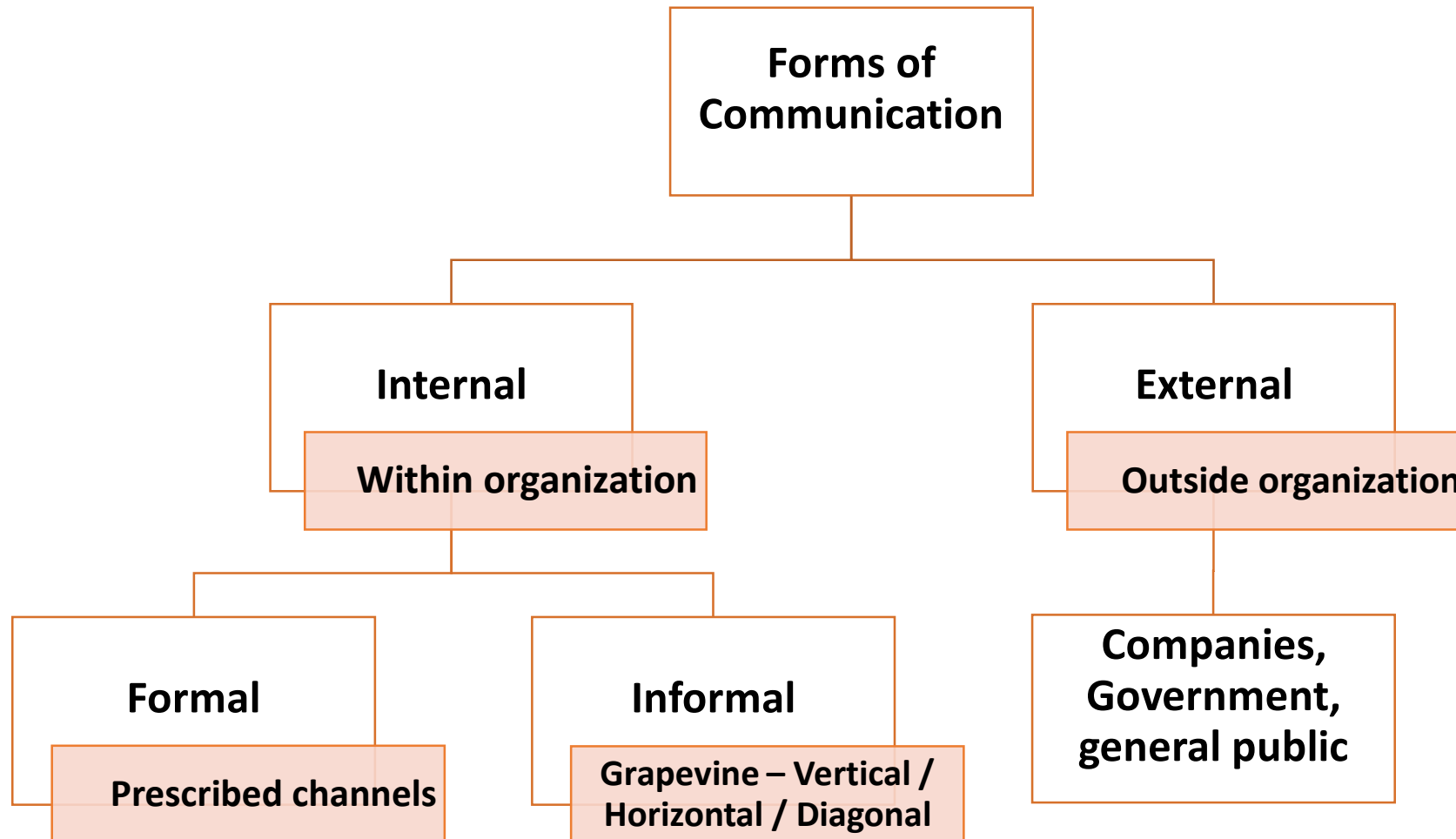
Chapter: Unit 1 - Chapter 2

Chapter Name: Communication and Organization Structure

Today's Agenda

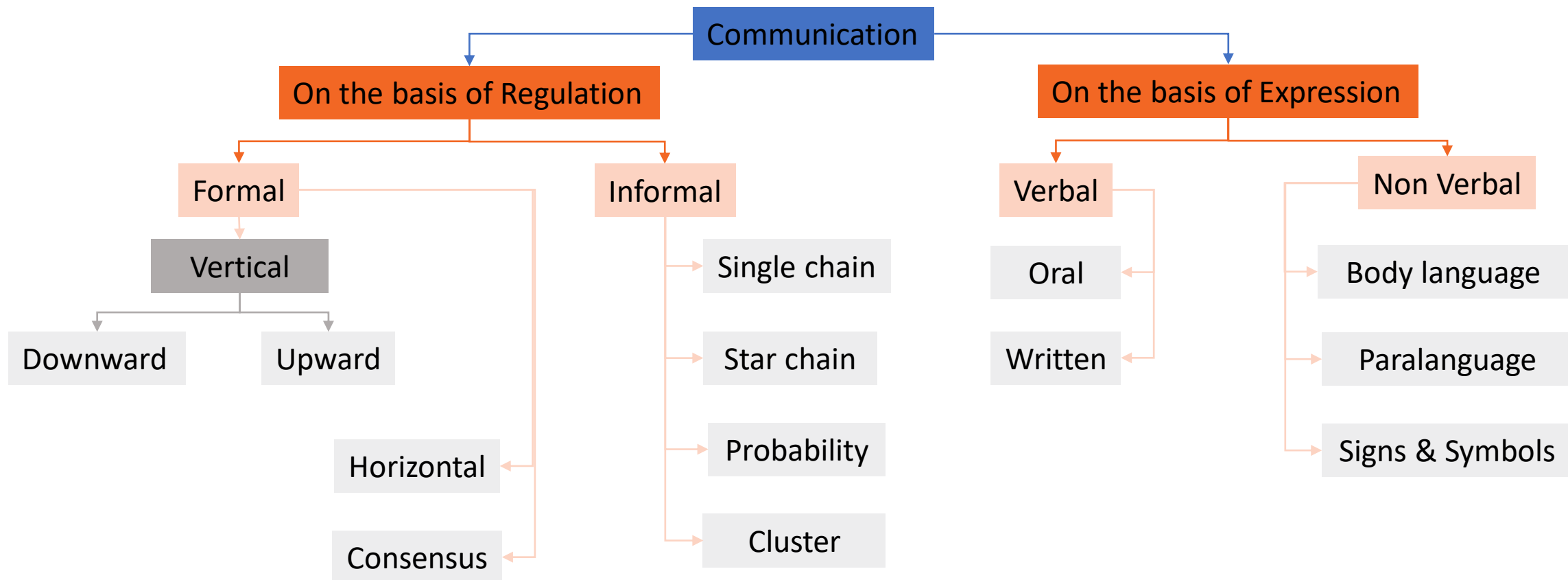
1. Forms of Communication
2. Formal Communication
 1. Downward Communication
 2. Upward Communication
 3. Horizontal Communication
 4. Consensus
3. Informal Communication – Grapevine
 1. Forms of Grapevine Communication
4. Verbal & Non Verbal Communication
5. Barriers of Communication
6. Principles of Effective Communication
7. Gateways to Effective Communication
8. Seven Cs of Written Communication
9. Seven Cs of Oral Communication

1 Forms of Communication



1 Forms of Communication

Additional forms of communication :



2 Formal Communication



Formal communication - Formal communication flows along prescribed channels which all members desirous of communicating with one another are obliged to follow.



Advantages

Passes through line and authority – ensures maintenance of authority & accountability

Helps to develop good relations between management and subordinates

Ensures uniformity in the dissemination of information

Ensures systematic flow of reliable information

Known source of information – maintains harmony amongst the employees

Disadvantages

Increases the workload of various managers

Widens the communication gap between executives and lower level of management

Follow scalar chain of authority – Time consuming

2.1 Formal – Downward Communication



Downward communication - When the communication flows from higher level to lower level, it is called downward communication. Order, individual instructions, policy statements, circulars etc. fall under downward communication.



Advantages

- Helps explaining the subordinates about necessary information for performing the job
- Helps to convey management's expectations
- Controls the activities of subordinates with active feedback
- Motivates subordinates

Disadvantages

- Message may be distorted in transmission from one level to another
- Delay in transmission of message if one level is not present
- Causes dissatisfaction amongst employees in case of uneven distribution of work

2.1 Formal - Downward Communication

How to make it effective ?

- Be adequately informed
- Be clear about how to communicate
- Delegation to lower levels to shorten the line of communication
- Information should be passed on to correct person

2.2 Formal - Upward Communication



Upward communication - This communication flows the message from subordinates to superiors. It is reverse of the downward communication or communication flows from lower level to upper level.



Advantages

- Feedback to the superiors
- Introduction of new schemes without unduly opposition from the employees
- Promotes harmony between the management and the employees
- Redressal of problems and grievances

Disadvantages

- Fear that their criticism may be interpreted as a sign of their personal weakness
- Bypassed superiors feel insulted which leads differences between the relationship of the superiors and employees
- Great possibility of message distortion

2.2 Formal – Upward Communication

Methods/Channels of upward communication

- Find out the solution of a particular problem through discussion and with the help of superiors
- Complaint / Grievance boxes
- Effective method – Celebration of anniversaries, conducting sport meets, social welfare activities, etc
- Write directly to the higher level
- Emphasizes in the psychological aspect of human being – Counseling method

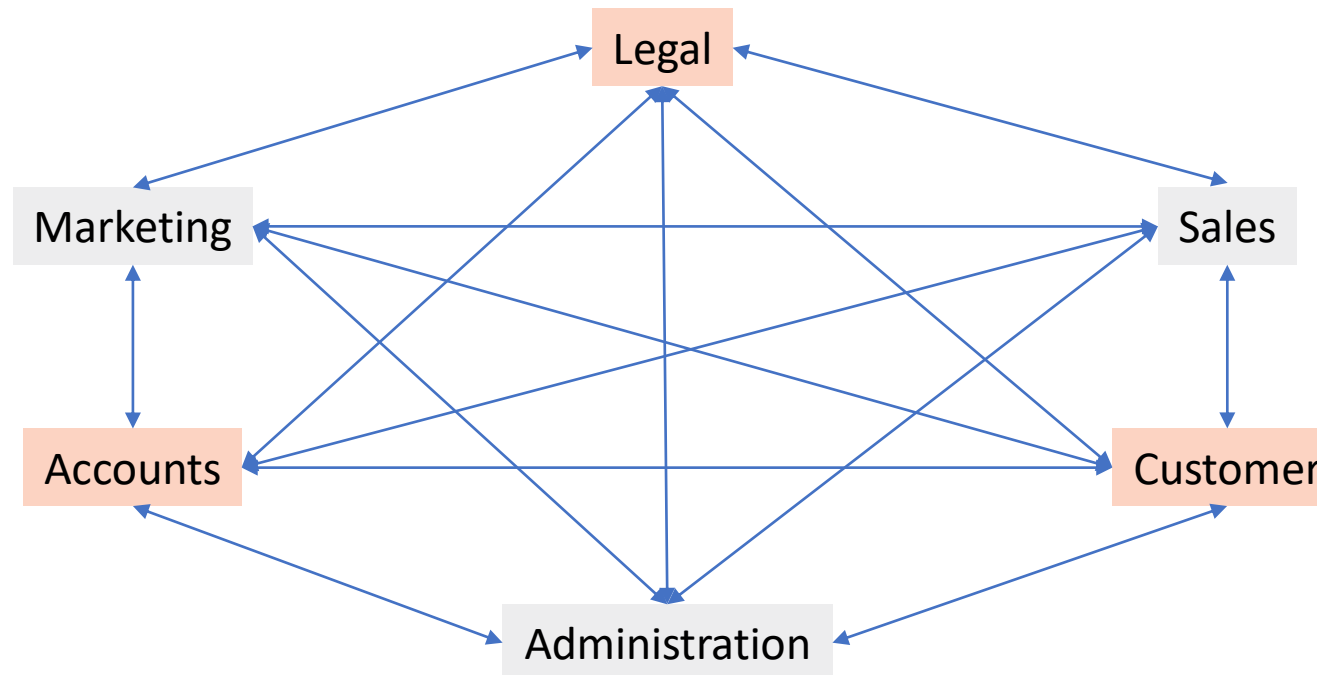
How to make it effective ?

- Superior should take initiative to get close to the subordinate staff
- Keeping the line of communication short as much as possible
- Timely redress the grievances of the employees

2.3 Formal -Horizontal Communication



Horizontal / Lateral communication - This communication flows between persons at the same hierarchy level either of the same or other department or division of the organization.



2.3 Formal - Horizontal Communication



Advantages

Develops mutual trust & confidence amongst employees of same level

Develops the feeling of co-ordination among various departments

Disadvantages

Sometimes it creates rivalry among employees of various departments

Proximity shows the liking and disliking of an employee who is near by another in respect of space

Liking and disliking based on the bias towards religion, caste, family background, personality etc

2.3 Formal - Horizontal Communication

Methods/Channels of horizontal communication

- Face-to-face discussion
- Telephonic conversation
- Periodical meeting
- Memorandum

2.4 Formal - Consensus



Consensus - When a number of people irrespective of their status, sit down and confer with one another to arrive at a decision acceptable to all, it is called consensus. The format of these communications is predetermined and cannot be altered.

Consensus involves consultation

- Chief executive takes up the problem and analyse it to understand
- Collect additional facts and information
- Try to find out various means to solve it
- Find alternatives
- He contacts the members individually or invites them to a meeting
- Problem is spelled out to the members
- To carefully listen all members view
- Arrived at solution

2.4 Formal - Consensus



Advantages

Easy to accept since decisions are taken post consultation

Promotes harmony amongst the members of the group

Disadvantages

Member is forced to subscribe to a view he doesn't hold

May project false image of management

3 Informal - Grapevine



Grapevine / informal communication - A communication held without following a recommended structure in an organization is informal communication. It is called so because it stretches throughout the organization in all directions irrespective of the authority levels.

Factors responsible for the grapevine phenomenon

- Feeling of certainty or lack of direction when the organization is passing through a difficult period
- Feeling of inadequacy or lack of self confidence on the part of employee, leading to the formation of gaps
- Formation of a clique or favored group by the managers, giving other employees a feeling of insecurity or isolation

3 Informal - Grapevine



Advantages

Message travels faster than any other form of communication - group formation is based on individual's own liking and disliking

Supports other channels of communication

Prompt feedbacks

Develops cohesiveness and maintains / promotes harmony between members of group

Employees get emotional relief

Disadvantages

Great possibility of distortion of message between members of group

Transmission of message depends upon willingness of sender and what method they used which causes sometimes transmission of incomplete information

3 Informal - Grapevine

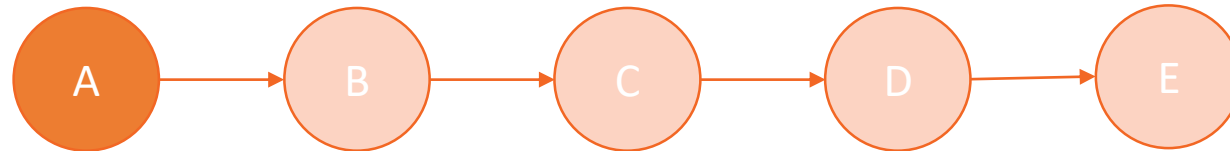
How to make it effective ?

- Managers should try to spot the leaders. So the harmful rumors do not reach the employees
- Involve the workers in the decision making process
- The management should immediately use the official channels to contradict the rumors

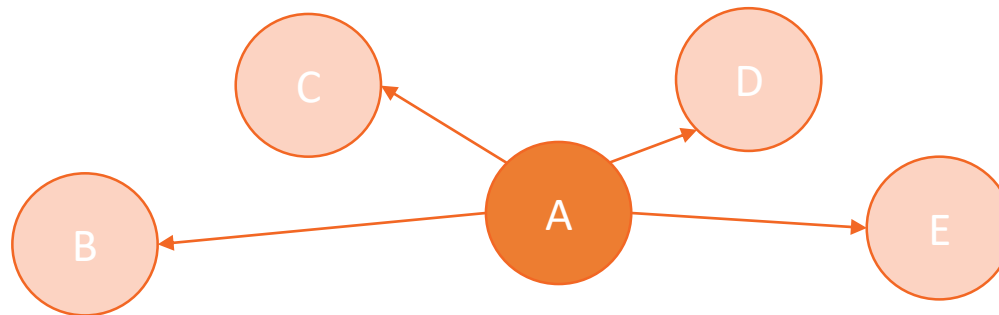
3.1 Forms of Grapevine Communication



Single chain - In this type of chain 'A' tells something to 'B' who tells it to 'C' and so on it goes down the line. This type of communication flows from one person to another person through single chain or communication flows one by one.



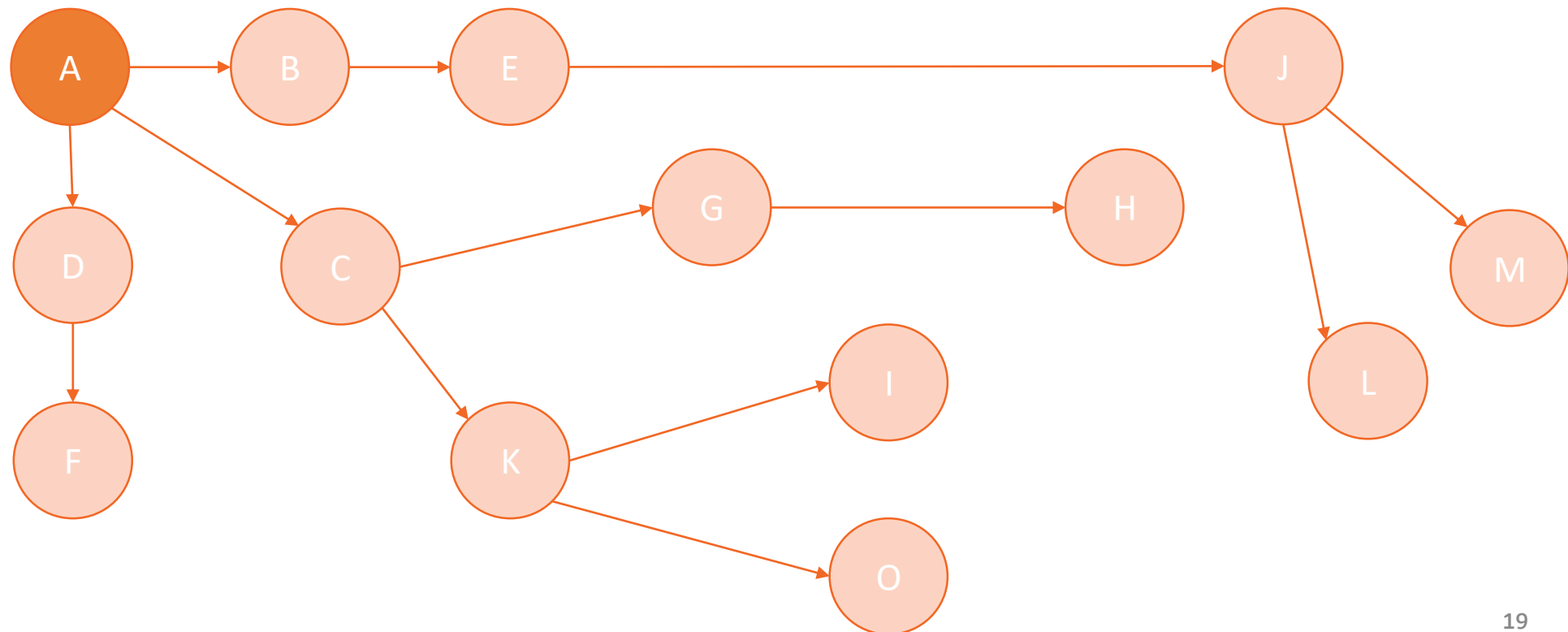
Star chain - In this type of chain person speaks out and tells everyone the information he/she has obtained. This chain is often used when information or a message regarding an interesting but non job related nature is being conveyed. Sometimes it also called gossip chain.



3.1 Forms of Grapevine Communication



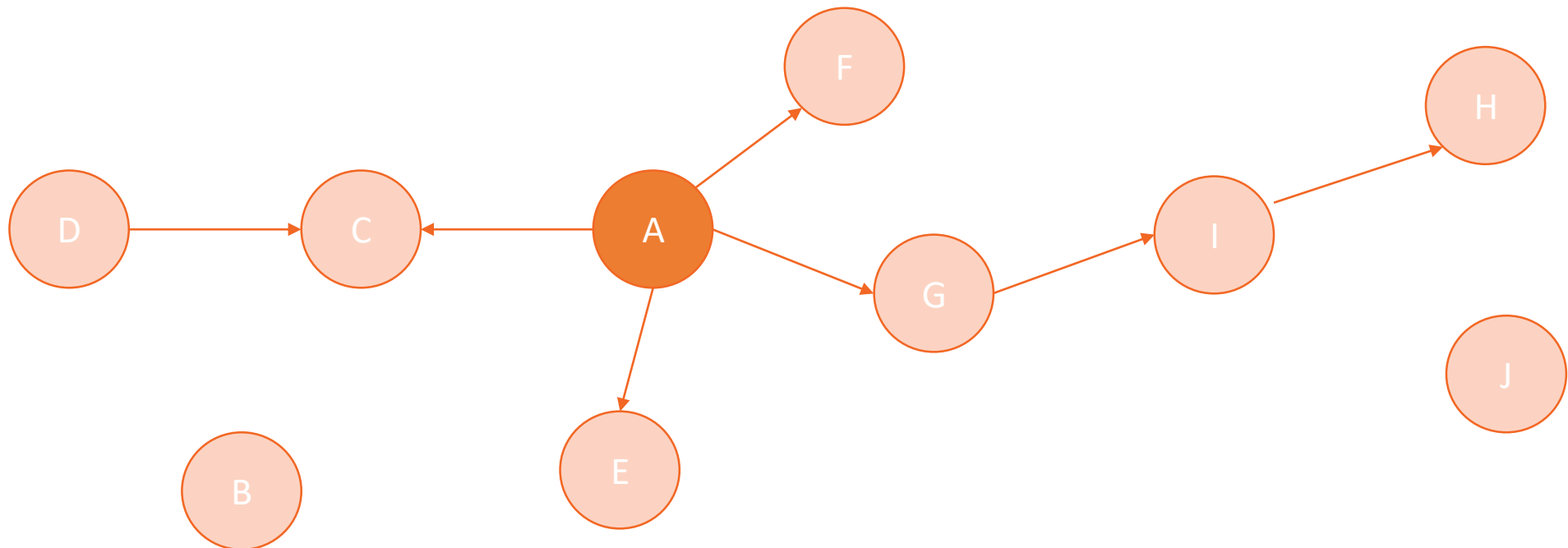
Cluster chain - In this type of chain 'A' tells something to a few selected individuals who again inform a few selected individuals. And the information flows in similar manner to other individual



3.1 Forms of Grapevine Communication



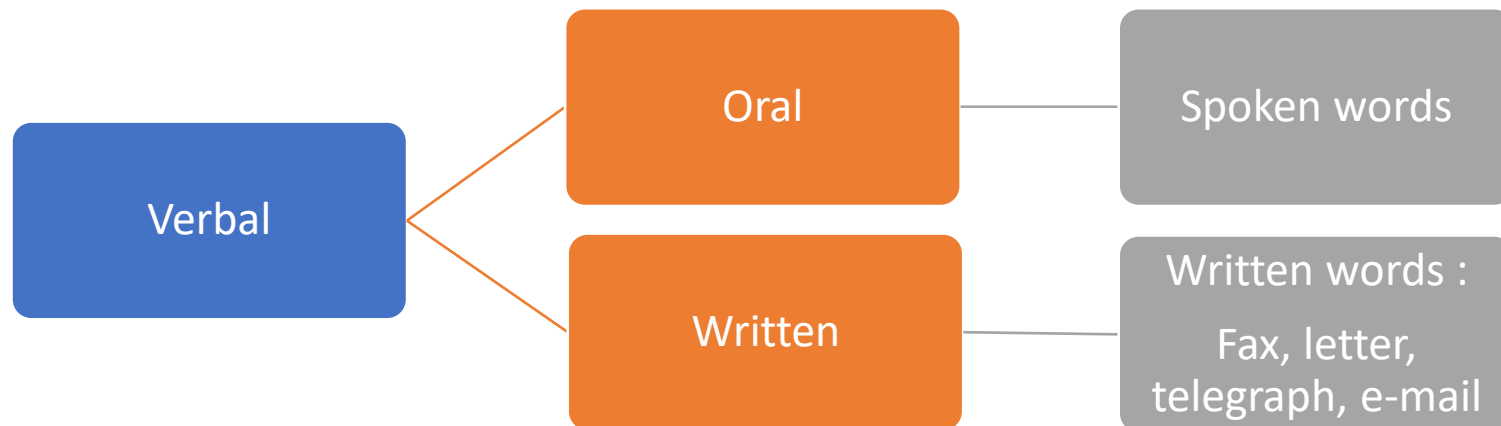
Probability chain - The probability chain is a random process in which a transmission of the information to other in accordance with the laws of probability and then these tell still others in a similar manner. The chain may also be called random.



4 Verbal & Non verbal



Verbal communication is when we communicate our message verbally to whoever is receiving the message



Non-verbal communication is usually understood as the process of communication through sending and receiving wordless messages. Such messages can be communicated through gesture; body language or posture; facial expression and eye contact; object communication such as clothing, hair styles or even architecture; symbols and infographics.

5 Barriers of communication

Wrong choice of medium

- An unsuitable medium is one of the biggest barriers to communication

Physical Barriers

- Noise
- Time and distance

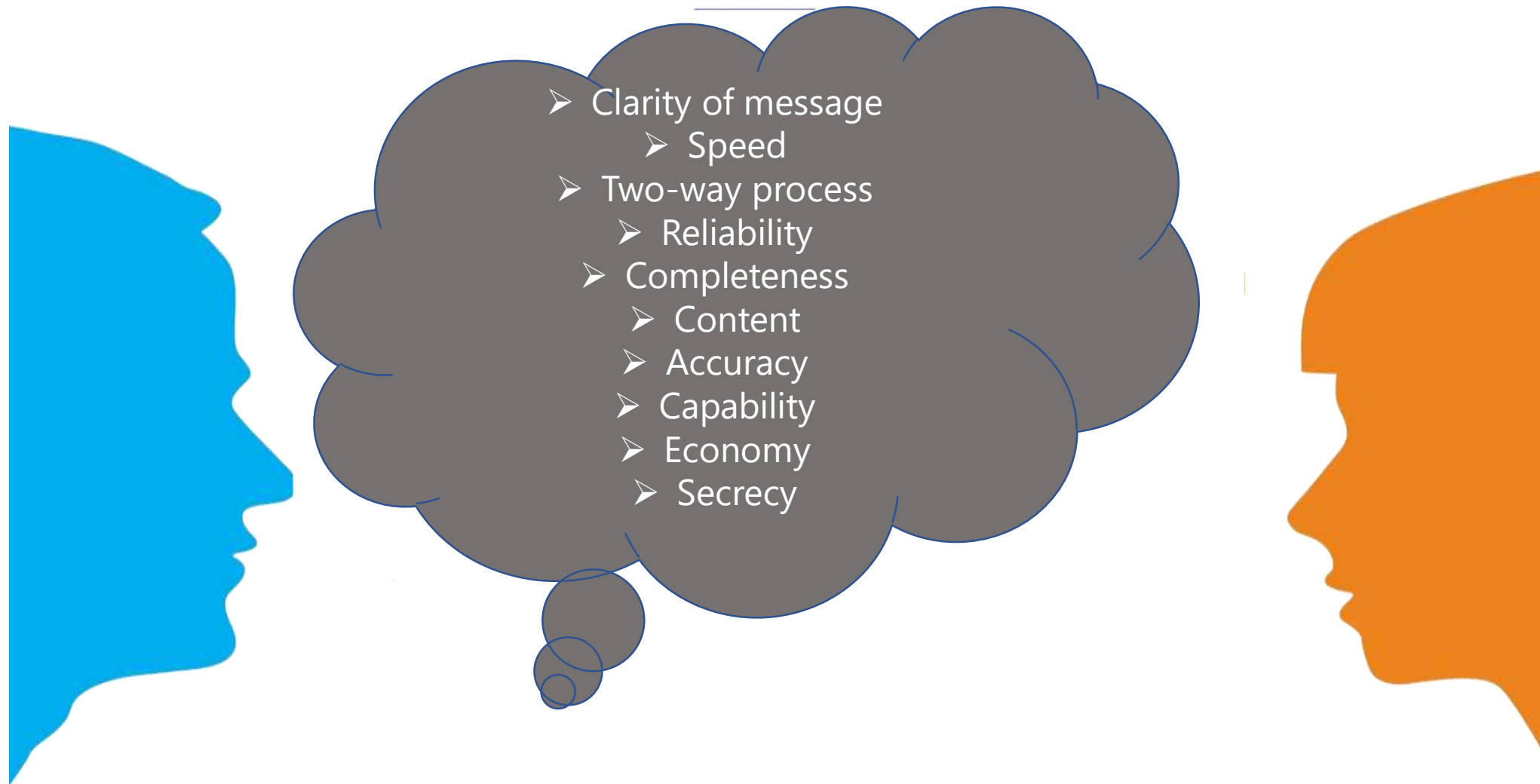
Semantic barriers

- Interpretation
- Bypassing
- Denotations & Connotations

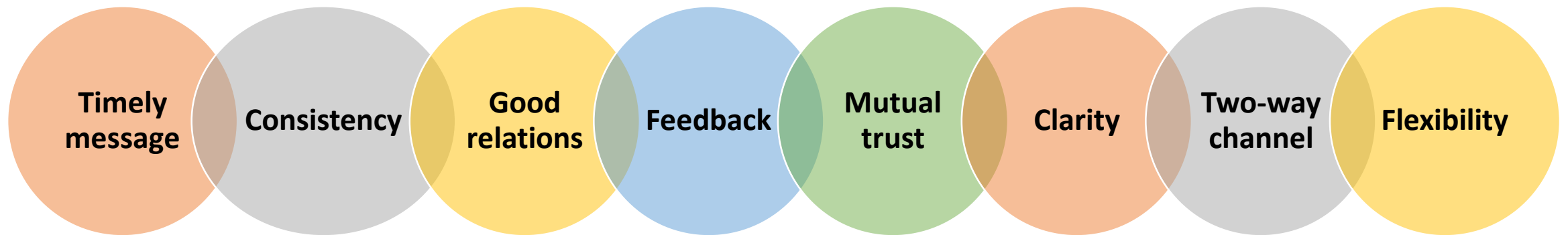
Socio-Psychological Barriers

- Attitude and Opinions
- Emotions
- Close mind
- Status consciousness
- Source of information
- Faulty transmission
- Poor retention

6 Principles of effective communication



7 Gateways to effective communication



8 Seven Cs of Written Communication

1. Clarity

a) Clarity of thought - careful consideration of the objective, content and medium of communication

b) Clarity of Expression –

i. Use simple words, easy to understand words

Avoid using compensate, facilitate and utilise and instead use pay, help and use

ii. Use Single words for long phrases

Example:

At all times -	Always
For the purpose of -	For
Previous to-	Before
On account of -	Because

iii. Use verbs for nouns (its brings about simplicity and clarity)

Nouns (Difficult)	Verbs (Simple)
Come to a conclusion	Conclude
Make a decision	Decide
Submit a proposal	Propose
Take into consideration	Consider

8 Seven Cs of Written Communication

1. Clarity

b) Clarity of Expression –

iv. Avoid double entry

Double entry	Simple
Actual fact	Fact
End result	Result
Period of one week	One week
Previous experience	Experience

v. Avoid ambiguity

Avoid sentences meaning more than one thing / faulty punctuations

Go. slow work in progress

Go slow. work in progress

vi. Use short sentences

Use one sentence to express only one idea. If a sentence runs beyond 30 words, it is better to break it up into two sentences

8 Seven Cs of Written Communication

2. Completeness

Answer all the questions while communicating or responding:

Check for the five W's:

- Who
- What
- When
- Where
- Why

3. Conciseness

- Include only relevant facts
- Avoid repetition
- Organise your message well

4. Consideration

Adopt the 'You-attitude'

Example – I want to express my sincere thanks for the good words

Instead use, Thank you for your kind words

Avoid gender bias – Use Police Sir / Madam instead of Policeman

8 Seven Cs of Written Communication

5. Courtesy

- Answer the letters promptly
- Omit irritating expressions (You neglected, you irresponsible, you are unaware)
- Apologise sincerely for an omission/thank enormously for a favour

6. Correctness

- Give correct facts
- Send your message at the correct time
- Send your message in the correct style

7. Concreteness

- Always use specific fact and figures
- Message should be definite and vivid
- Avoid exaggeration

9 Seven Cs of Oral Communication

