

COMMUNICATION SKILLS

As per VTU Syllabus 2018
Semester I

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PREFACE

Ours is an age of communication not just because of decisive breakthroughs in communication technology but also because of the impact of our spoken and written words. Effectiveness in the language we employ is not just vitally important but also extremely crucial in shaping our life and career. With English becoming a link language worldwide and gaining currency as the language of a professional, it is effective communication in English that not only fetches students their dream jobs, but also defines and redefines them in this competitive world.

About the Book

Written in consonance with the latest syllabus prescribed for the course Technical Communication I by Visvesvaraya Technological University (VTU), Karnataka, the book attempts to cover the essentials of communication skills in English and explores them with their subtleties, nuances, and peculiarities. Besides covering the entire syllabus prescribed by the university, the book also includes other important aspects related to English language and communication skills. Though primarily meant to be a textbook for the undergraduate students of the university, the book will also serve as a reference guide for working engineers, managers, scientists, teachers, trainees, administrative officers, and other professionals who need to use English communication skills as a tool of communication for their day-to-day or professional needs.

Pedagogical Features

Listed below are some pedagogical features that make this book both interesting and highly educative:

Comprehensive text written in an interactive style The comprehensive coverage and multiple exercises on each topic are likely to help students conceptually comprehend and put into use effective communication techniques for their growth and development in academic and professional careers. In order to keep the learners engaged, a warm and interactive style of writing has been adopted throughout the book.

Practice-oriented approach Each chapter contains a large number of relevant examples and exercises with answers given at the end of the chapters so that the learners not only gain conceptual clarity but also imbibe these concepts empirically.

Focus on skill development The book includes theoretical and comprehensive practical material focusing on listening, speaking, and writing skills. While chapters on *Listening Skills*, *Essentials of English Grammar*, and *Interpersonal Skills* attempt to help students consolidate their basic language and communication skills in English, the chapters such as *Essentials of Phonetics*, *Vocabulary Building*, and *Remedial Grammar* encourage students to explore and overcome the common areas of confusions related to their written and spoken communication in English. Besides these, the chapters on *Public Speaking* and *Oral Presentations* open up areas such as body language, nervousness, paralinguistic features of communication for analysis, and attempt to help students bolster their competence in professional communication skills by providing practical tips.

Content and Coverage

For the convenience of the reader, the book has been divided into 3 units, covering different aspects related to the listening, speaking, and writing skills in English.

The introductory chapter on *Fundamentals of Communication* creates the background for imbibing the essentials of communication skills. It discusses the process, importance, features, and types of effective communication. It also highlights the formal and informal flow of communication in an organization and brings into focus the features of technical communication and interpersonal skills. The chapter also provides an insight into the role of intercultural communication and effective verbal and non-verbal communication in one's personal and professional world besides providing tips on overcoming barriers to communication.

The single chapter in Unit I on *Listening Skills* gives exposure and practice in developing effective listening skills.

Unit II on *Speaking Skills* begins with a chapter entitled *Essentials of Phonetics*, which introduces to the learner all the vowel and consonant sounds of English and helps him/her overcome the pitfalls of faulty pronunciation. The chapter stresses on the accuracy in pronunciation by discussing and substantiating concepts such as syllables, aspiration, minimal pairs, transcription, word stress, weak forms, contractions, intonation, etc. It also brings into sharp focus the reasons for the unintelligibility of Indian English, the evidences of mother tongue influence (MTI) in Indian English, and suggests strategies for the neutralization of MTI.

The fourth chapter *Interpersonal Skills* attempts to build further on the learners' speaking skills by making them aware of the purpose and advantage of interpersonal skills. It also discusses in detail the pitfalls impeding successful interpersonal communication and offers strategies following which they can develop competence in interpersonal skills. Building on this theoretical premise, the chapter further provides extensive practice material on interpersonal communication and highlights the importance of everyday conversations and dialogues in developing effective interpersonal skills.

Touching on a very crucial aspect of speaking skills, the next chapter helps the learner gain valuable insight into the subtleties related to various aspects of *Public Speaking* such as nervousness and stage fright, confidence building, body language, vocal cues, space distancing, wit and humour, etc. With the help of real-life examples on various situations, it offers strategies following which the learners can bolster their professional communication skills. Building further on the learners' professional communication, the next chapter in the unit devoted to speaking skills deals with the dynamics of *Oral Presentations*.

The last unit of the book, Unit III, focuses on the task of building in students effective writing skills. The chapter on *Essentials of English Grammar* brushes up the basic concepts related to English grammar by concentrating in detail, with variety of examples and multiple exercises, on parts of speech and other key concepts such as nouns, pronouns, adjectives, verbs, adverbs, conjunctions, prepositions, articles, modals, tenses, voice, narration, clauses, and punctuation marks, etc. Since clarity about grammar and usage can only be gained through practice, the next chapter titled *Remedial Grammar* provides students extensive and variegated exercises, attempting which they can substantially improve their understanding of the basics of English grammar and usage.

The next chapter on *Vocabulary Building* is aimed at helping the students develop their vocabulary by adding new words to their written and oral communication. For this purpose, the chapter explores in detail the various techniques for building vocabulary through an understanding of word formation, word roots, prefixes, suffixes, synonyms, antonyms, homophones, homonyms, one-word substitution, etc. Besides offering a large number of exercises, the chapter also introduces new words by placing them in multiple expressions and contexts, common everyday conversations, and variegated situations. The chapter also highlights through usage how the words commonly confused can be effectively distinguished, and how phrasal verbs can help the learners develop effective writing styles. Besides providing thus substantial and practical material on vocabulary building, the chapter also

brings into focus the words commonly misspelt and provides insights into patterns following which the learner can overcome the spelling errors of English words.

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In addition, we thank all our seniors, well wishers, family members, and friends whose silent but invaluable support we might have failed in appreciating.

Finally, we are grateful to our readers whose interest in our book gives us great deal of motivation and satisfaction. Being teachers, we are aware of the fact that in all learning tasks, the learner's participation is of utmost importance. You can ensure your participation and learning by attempting all the exercises in the book conscientiously. We'd be delighted to receive all your comments, queries, and suggestions for future editions. We can be reached at drarorasanjay@gmail.com.

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1

FUNDAMENTALS OF COMMUNICATION

LEARNING OBJECTIVES

After reading this chapter, you will be able to understand

- definition and process of communication
- different types of communication
- features and importance of effective professional communication
- meaning, features, styles, and mode of technical communication
- types of communication flow in an organization
- barriers to communication

1.1 DEFINITION OF COMMUNICATION

The term *communication* originates from the Latin word *communico* or *communicare*, which means ‘to share’. Various researchers and analysts define the term in their own way. Despite the different versions available, it can be briefly summed up that ‘communication essentially means the transfer of ideas, feelings, plans, messages, or information from one person to another’. However, *communication is considered effective only when it gets the desired action or response*.

Let us explore some of the essentials of communication with the help of the discussion that follows.

1.2 PROCESS OF COMMUNICATION

Communication is a process whereby information is encoded, channelled, and sent by a sender to a receiver via a medium. The receiver then decodes the message and gives the sender a feedback. All forms of communication require a sender, a channel, a message, a receiver, and the feedback that effectively winds up the process. Communication requires both the sender and the receiver to have an area of communicative commonality. The process can be well understood with the help of Fig. 1.1.

A plenty of noises may take place in the communication process. Noise can be defined as an unplanned interference in the communication environment, causing hindrance to the successful transmission of the message (Fig. 1.2). It may mainly occur due to two reasons: disturbance in the channel/medium and/or some kind of error in the message sent.

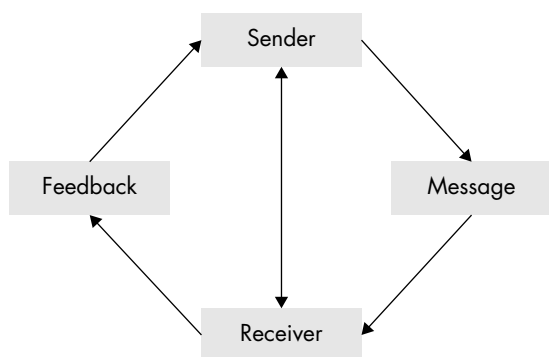


Figure 1.1 The Communication Process

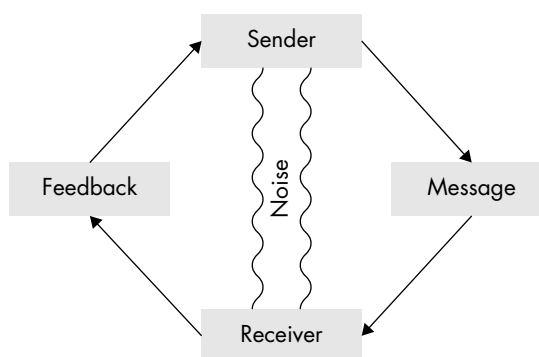


Figure 1.2 Noise Hinders Communication Process

1.3 DIFFERENT TYPES OF COMMUNICATION

Communication is generally classified into the following types:

Types of Communication	Brief Definition
Verbal communication I. Oral communication II. Written communication	Both spoken and written expressions are used in the communication process: I. A face-to-face interaction between the sender and the receiver who use the spoken variety of language II. Sender uses the written mode to transmit his/her messages like reports, proposals, etc.
Non-verbal communication	Communication without using a word through body language and paralinguistic features
Intrapersonal communication	Communication taking place within one's own self during self-reflection, contemplation, and meditation
Interpersonal communication	Written or oral communication that occurs between two or more persons
Extrapersonal communication	Communication with non-human entities, such as animals, birds, etc.
Mass communication	Conveying messages to an entire populace through books, the press, cinema, television, radio, the Internet, etc.
Media communication	Communication through electronic media, such as computer, Internet, cell phones, LCD, video, television, etc.

As the above table suggests, numerous communication-oriented activities take place both in one's day-to-day life and in variegated professional contexts. All such major types of communication can further be broadly referred to either as *general purpose communication* or *professional communication*.

1.4 FEATURES OF SUCCESSFUL PROFESSIONAL COMMUNICATION

Since communication matters a lot in the professional world, it is quite important for us to get acquainted with the most important features of successful professional communication:

- Communication is a two-way process by which information is transmitted between individuals and/or organizations so that an understanding may develop among them.

- Communication is a continuous process of meaningful interactions among persons in an organization that results in meanings being perceived and understood in a desired way.
- The role of the receiver and the sender keeps changing in the entire communication activity.
- Communication broadly includes both verbal and non-verbal forms. Therefore, it also includes lip reading, finger-spelling, sign language, and body language used in face-to-face communication.
- It is a process which transmits and disseminates important ideas, thoughts, feelings, plans, etc.
- Communication skills are generally understood to be an art or technique of persuasion through the use of oral, written, and non-verbal features.

1.5 IMPORTANCE OF EFFECTIVE PROFESSIONAL COMMUNICATION

Let us now see how important communication is in the business world:

- With the emergence of multinational companies, large business houses usually operate both within and outside a country. Effective communication alone can help in maintaining a link among its various branches, offices, and sites.
- All the departments and units of an organization have to go hand in hand to achieve its goals and for that, they need to keep communicating with one another.
- Marketing research suggests that firms which communicate better sell better. Moreover, companies keep competing with one another through advertisements and other propagandist strategies for securing a higher position in the market which involve communication at every step. All of this necessitates effective communication skills.
- Effective communication helps in sustaining a harmonious relationship between salespersons and customers, and trade unions and employees in a company.
- Through effective communication, employees get job satisfaction and develop a sense of belongingness which ultimately helps the organization grow well.

1.6 TECHNICAL COMMUNICATION

Technical communication is one of the different varieties of professional communication. In the professional world, individuals engage in technical communication in a variety of contexts and with varied professional interests. For instance, technocrats, scientists, engineers, architects, and doctors as communicators are often required to send the information related to their technical sphere or field of work in the form of technical reports, proposals, technical research papers, emails, web pages, digitally stored texts, etc. Technical communication is considered effective when some scientific, engineering, medical, or some other technical information is successfully conveyed, exchanged, or transferred from one expert to another.

Before going further, let's take a quick look at the major differences between general purpose communication and technical communication.

Aspects	General Communication	Technical Communication
Content	Contains general message	Contains a formal and technical message
Nature	Informal in style and approach	Mostly formal and objective
Structure	No set pattern of communication	Follows a set pattern such as sequence of elements in a report

Aspects	General Communication	Technical Communication
Method	Mostly oral	Both oral and written
Audience	Not always for a specific audience	Always for a specific audience
Language	Does not normally involve the use of technical vocabulary, graphics, etc.	Frequently involves technical jargon, graphs, tables, charts, pictures, images, designs, algorithms, etc. for achieving specific professional purposes
Body Language	Allows flexibility with regard to sitting and standing posture, touch, facial expressions, walk, body movement, etc.	In professional contexts, technocrats need to follow the decorum of the occasion, gestures, and manners
Paralinguistic	Allows flexibility in terms of employing vocal cues such as voice modulation, volume, pauses, articulation, etc.	In professional contexts, technocrats need to be careful about maintaining appropriate volume, rate, pitch, articulation, etc.
Tone and Style	Varies from context to context, and changes from situation to situation; hence, subjective in nature	Follows a factual and formal style and tone; mostly objective in nature

1.7 FEATURES OF TECHNICAL COMMUNICATION

Some of the characteristic features of technical communication are as follows:

- It always addresses a particular audience. For instance, a talk on ‘Troubleshooting shell-and-tube heat exchangers’ by a renowned mechanical engineering professor on Engineers’ Day to mechanical engineering students is a type of technical communication.
- Technical communication helps organizations solve problems, improve functioning, or provide solutions to technical snags. For example, when an engineer wishes to propose a new technical idea for improving the production process and reduce the cost, he/she will share his/her idea by submitting a technical proposal.
- Technical communication often falls in consonance with the goal and culture of an organization.
- It is generated collaboratively as now-a-days different teams work on different projects or different aspects of the same project.
- Technical communication thrives on a user friendly design to increase readability and accessibility.
- It is always concise, focused, factual, and objective, as the messages are conveyed keeping in view a specific purpose.
- Technical communication often consists of words or graphics or both for maintaining technical accuracy and for exuding professional flair.

1.8 DIFFERENT STYLES IN TECHNICAL COMMUNICATION

Style in technical communication refers to the way an engineer or any other technocrat speaks or writes to convey technical messages in and outside the company or organization. Following are some of the key points we must understand for following an appropriate style in the gamut of technical communication:

- Though mostly factual and objective in style, the tone and tenor in various technical documents depends a lot on the audience, context, and purpose.

- Broadly speaking, technical communication involves both formal and informal expression in communication. Besides the content, degree of formality also depends on the relationship between the sender and the receiver, the nature of the task involved, and the occasion. For instance, technocrats are expected to maintain a formal style while writing a technical report or technical proposal or delivering an expert talk, but they would be expected to adopt an informal tone when they are in office dinner parties or in short conversations during breaks in office hours.
- Keeping in view the nature of technical communication, it is essentially characterized by brevity, accuracy, and clarity. In the technical field, one must maintain both accuracy of information and lucidity in expression. Also brevity—a quality of being brief but comprehensive at the same time—is equally important for an effective technical communication style. Such clarity can only be achieved when messages are communicated unambiguously and with the use of specific and direct language.

1.9 MODES OF TECHNICAL COMMUNICATION

Formal or informal, technical or general, personal or professional, all communication needs can be addressed through oral or written mode of communication. Both are equally important for the smooth functioning of a company or an organization. Selection of the oral or written mode of communication will depend on the nature, length, and duration for delivering the message. For example, when lengthy information regarding an ongoing project needs to be sent to the head office, writing a technical report will be the most appropriate choice. On the other hand, if you wish to obtain quick updates on the sales of watches in the previous month, you can send a Google spread-sheet asking all the sales managers of different outlets to fill in the details for different types of watches. In a day, you can get the required information from all the outlets across the country. Sometimes, you need to contact your technician regarding updates about the repair of one of your machines. In this case you can call up and find out.

Thus, for the right selection of the mode of communication, it is very important to know the distinctive features of oral and written mode of communication and how they differ from each other in various aspects:

Basis	Written Communication	Oral Communication
Documentation	Can be kept as a record for future reference because of its repository nature	More spontaneous and transient in nature; cannot be preserved for a long time
Cost	Is a costly affair in case of lengthy documents and if it is to be sent to far-off places	Comparatively quite cheaper; does not involve expenses at times
Flexibility	Once something in writing is sent or submitted, it cannot usually be changed, altered, or modified	Is flexible because changes are possible in the information being communicated
Time	Is normally a time-consuming process	Usually less time-consuming
Feedback	As it takes time for the reader to give feedback, delayed feedback is mostly its common feature	Immediate feedback is possible because of the presence of the listener

(Contd)

Basis	Written Communication	Oral Communication
Non-verbal Cues	Because of the written form, it is difficult to figure out the body language and paralinguistic cues of the persons or parties involved	Body language and paralinguistic play a vital role and transmit additional information in addition to the verbal message conveyed
Durability	Written messages mostly last longer than spoken expressions	Speech is mostly transient and ephemeral in nature
Complexity	Written language tends to be more complex and intricate	Messages are usually communicated in simple language
Punctuations/Inflections	Writers can make use of punctuation, headings, layout, colours, and other graphical effects in their texts	In spoken form, a sender can use proper pronunciation, articulation, intonation, and pauses to create the desired impact
Formal	Is highly formal	Mostly informal

Going further, let us know the different forms of communication which can be categorized under written and oral communication. Given below are a few forms of both:

Written Communication	Oral Communication
Emails	Meetings
Letters	Group discussions
Memorandum/Memos	Interviews
Notices and circulars	Presentations
Technical reports	Seminars/Conferences
Technical proposals	Teleconferencing/Videoconferencing
Technical research papers	Speeches/Talks
Itineraries	Telephonic conversations
Minutes	Brainstorming sessions
Appraisal forms	Interactions

Both oral and written forms of communication may be used for exchanging information within an organization (internal communication) and outside the organization (external communication).

1.10 COMMUNICATION FLOW IN AN ORGANIZATION

Communication in a professional organization flows at different layers and levels which regulate, guide, and propel its flow. It is both formal and informal in nature. The different types of communication flow in an organization are as follows:

1.10.1 Formal Flow of Communication

The formal flow of communication in an organization can be divided into the types presented in the following table:

Types	Explanation
Horizontal	Takes place among people of the same rank in an organization
Vertical:	Occurs between hierarchically positioned persons and can involve both downward and upward communication:
• Upward	• Happens when information is sent to the people of higher rank—from bottom to top levels in the hierarchy
• Downward	• Exists when information moves from the higher authority to its subordinates—from top to bottom
Crosswise (Diagonal)	Takes place between managers and workers located in different functional divisions/units
Radial (Spiral)	Moves in all directions. For instance, the management circulates a copy of new bonus and incentive scheme among all the employees

1.10.2 Informal Flow of Communication

Informal communication is called *grapevine*. Such communication is often shorn of all sorts of formalities. For instance, rumours running ripe about the company's expansion, promotion of an employee, discord between top officials, or illicit relations between two colleagues are some of the examples of grapevine. A communication of this variety flows in all directions. Grapevine may create both negative and positive impact on the environment of that organization.

1.11 BARRIERS TO COMMUNICATION

When it comes to effective communication, there are certain barriers that every organization faces. Here are a few of the most commonly-found barriers to communication in an organization:

Perceptual barriers Different people have different perceptions about the same reality. For instance, one room could be big enough for one teacher but the same room could be small for another as s/he has more number of students to teach. This kind of difference in perception leads to miscommunication.

Listening barriers Poor listening often results in incomplete, incorrect, and inconsistent responses. Sometimes people do not listen to others properly and patiently because rather than listening to others' views, they may just be waiting anxiously for the speaker to keep quiet so that they may articulate their own views.

Language barriers Language is a vehicle to effective communication and when two communicators do not share the same language, they encounter difficulty in understanding each other. This problem further aggravates when the second language learners do not use the language with accuracy in a given context. For instance, what is called *sidewalk* in the US, in Britain it is called *pavement*, whereas in India, it is called *platform*. Similarly, it is *apartment* in the US, *flat* in Britain, and *house* in India.

Cultural barriers People across the globe belong to different cultures. A cultural barrier arises when two individuals in an organization belong to different religions, states, or countries. Diverse cultures have different positive and negative meanings associated with colours, signs, designs, shapes, symbols, gestures, and posture.

Physical barriers Research shows that most offices have closed doors and cabins for those at higher levels of the organizational ladder, while the working areas are physically placed far apart. This kind of barrier prevents team members from interacting effectively with each other and authorities.

Psychological barriers Such barriers to communication distort or prevent effective communication within an organization. Subordinates usually have fear and distrust their seniors owing to the latter's dominance, arrogance, or lack of concern for them. Even if they have genuine reasons or plans or suggestions for the working of the organization, they do not feel free to articulate their thoughts due to the authoritarian attitude of their seniors.

Physiological barriers Due to headache, fatigue, or other health reasons, at times people involved in the communication process are not able to send or receive the messages properly. This leads to either complete breakdown of communication or miscommunication between them.



EXERCISE 1.1

Identify the type of communication that occurs/exists in the following situations:

1. Feedback given to a student by a teacher about his/her performance in the assignment _____
2. Proposals prepared for submission to the boss _____
3. Communication between managers of various units regarding setting the production target for the next three months _____
4. The General Manager issuing instructions to subordinates _____
5. A subordinate informing the manager about a work-related problem _____
6. Announcement of change of the Eid holiday _____
7. Letter from the CEO _____
8. Chats, conversations, informal talks and the like _____
9. Counselling and training _____
10. Salesman briefing the Sales Manager about the sales of the month _____



EXERCISE 1.2

Choose the correct option from the choices given in each of the sentences:

1. Oral communication is different from written communication as it is
 - (a) Spoken and structured
 - (b) Spoken and transitory
 - (c) Spoken and permanent
 - (d) Spoken and time consuming
2. Among the following elements, which element is the medium through which a message is sent?
 - (a) Sender
 - (b) Channel
 - (c) Context
 - (d) Noise

3. In an organization, when a colleague shares official information with another of an equal hierarchical level, this kind of communication is called
 - (a) Horizontal (b) Vertical
 - (c) Radial (d) Informal
4. The Sales Manager providing tips to its team for boosting the sales of electronic items during the festive season is _____ communication.
 - (a) Informational
 - (b) Horizontal
 - (c) Radial
 - (d) Vertically downward
5. Which of the following statements is correct regarding written communication?
 - (a) Written communication enjoys legal status.
 - (b) Written communication is more suitable to the immediate needs of organizations.
 - (c) Written communication offers immediate feedback.
 - (d) Written communication is relatively informal.
6. In communication, the observation of a receiver's response is called
 - (a) Feedback (b) Survey
 - (c) Channel (d) Message
7. Writing diary every day is an example of _____ communication.
 - (a) Extrapersonal (b) Intrapersonal
 - (c) Organizational (d) Interpersonal
8. The Sales Manager, Monte Carlo, Jaipur speaks to the Sales Manager, Monte Carlo, Delhi regarding the sales strategy during Christmas and New Year season this year. This is an example of
 - (a) Grapevine communication
 - (b) Horizontal communication
 - (c) Upward communication
 - (d) Diagonal communication
9. Which of the following is desired for effective communication?
 - (a) Redundancy (b) Clarity
 - (c) Clichés (d) Circumlocution
10. Which one of the following is NOT true about effective professional communication?
 - (a) It projects and promotes a company's image, practices, and goals.
 - (b) It includes the company's manuals, training materials, reports, letters, etc.
 - (c) It is informal in nature.
 - (d) It differs from general communication in its emphasis on clarity, conciseness, accuracy, and usability.
11. Which one of the following is NOT true for written business communication?
 - (a) It is ephemeral.
 - (b) It is formal communication.
 - (c) It serves as a permanent record.
 - (d) It is preferred over oral communication for long reports.
12. Which one of the following component is 'encoded' and 'decoded' in the communication process?
 - (a) Feedback (b) Sender
 - (c) Receiver (d) Message
13. If the management circulates a memorandum regarding new bonus and incentive scheme among all the employees, it will be a case of _____ communication.
 - (a) Downward
 - (b) Upward
 - (c) Radial
 - (d) Grapevine
14. This type of communication takes place within an individual: _____
 - (a) Extrapersonal
 - (b) Intrapersonal
 - (c) Organizational
 - (d) Interpersonal

15. Who encodes a message?
 - (a) Sender
 - (b) Receiver
 - (c) Transmitting medium
 - (d) Both (a) and (b)
16. Mr Jha, Technical Head, Infomin tells his colleague that Mrs Leslie Sebastian, Research Head is likely to be promoted in the coming review. This kind of communication is termed as
 - (a) Horizontal
 - (b) Grapevine
 - (c) Cluster
 - (d) Noise
17. Which one of the following is NOT a feature of grapevine communication?
 - (a) Rapid
 - (b) Formal
 - (c) Multidirectional
 - (d) Voluntary and unforced
18. Which of the following is oral communication?
 - (a) Dictation
 - (b) Brochures
 - (c) Notices
 - (d) Letters
19. No communication is complete without
 - (a) Noise
 - (b) Semantic barrier
 - (c) Intrapersonal
 - (d) Feedback
20. On his retirement day, a senior executive of a leading firm received many sincere tributes during a special dinner hosted in his honour. When finally asked to speak, he got up from his seat, spoke a few words but could not continue. What kind of barrier has occurred in this situation?
 - (a) Organizational barrier
 - (b) Physical barrier
 - (c) Psychological barrier
 - (d) Semantic barrier



EXERCISE 1.3

State whether the following statements are true (T) or false (F):

1. Effective communication leads to better work production.
2. When verbal and non-verbal messages clash, receivers tend to believe the non-verbal messages.
3. External communication often consists of emails, memos, and voice messages; internal communication consists of letters.
4. Good listening skills are inherent and cannot be inculcated.
5. To improve communication and to compete more effectively, many of today's companies encourage teamwork and better interpersonal communication.
6. Business communication is both highly formal and unstructured.
7. Before the sender completes his/her message, the listener thinks, 'I know what he/she is going to talk about.' Such type of listener is sharp, intelligent, and good at interpersonal communication skills.
8. Grapevine is a formal communication flow in an organization which has both positive and negative impact on the environment.
9. 'I had personal problems, so I could not prepare the budget efficiently. I am sorry for this. We cannot submit the details to the client today.' Such utterances reflect the lack of commitment and sincerity on the part of a professional.

10. Communication helps management only to make accurate decisions to influence organizational performance positively.
11. The observance of the receiver's reaction to the message is a kind of tool to maintain smooth communication flow between or among individuals.
12. The discussion held between the production manager and the Head, HRD, is a perfect example of horizontal communication.
13. If the management circulates a memorandum regarding change in working hours among all the employees, it will be a case of spiral communication.
14. It is imperative to listen carefully to others in order to avoid confusion regarding instructions, advice, proposals, reminders, etc.
15. Information overload strengthens the communication network in an organization.
16. Every workday, every employee frequently sends and receives messages and, as the size and complexity of the organization increases, so do the number of messages and the possibilities for communication-related problems.
17. Rigidity of thought helps the officer in maintaining a good rapport with his/her subordinates.
18. Badly encoded message leaves its receiver confused and not well-informed.

EXERCISE 1.4

Answer the following questions:

1. What does the term 'communication' imply? Why is effective communication vital in today's world?
2. How important is 'effective communication' in today's business world? Discuss a few aspects of business where communication is very important.
3. Discuss the different levels of communication in detail.
4. Explain the importance of communication in business in about 300 words.
5. What steps would you follow if you have a communication problem?
6. What are barriers to communication? Do you remember any case of poor communication? Specify what went wrong in the case that resulted in poor communication.
7. Discuss any four barriers to communication and substantiate your answer with one example for each.
8. 'A free flow of information ensures the success of an organization.' Elaborate this statement in the light of the flow of communication in any organization.
9. 'Growth and success of an organization broadly lies in continuous, multi-directional, and multi-level flow of communication.' Elaborate the statement citing suitable examples from your own experience.
10. 'Whether an organization is small or large, it is communication that binds the organization together.' Discuss in detail the formal flow of communication in an organization in the light of the above statement.
11. How does a receiver influence the sender's communication skills? Substantiate your answer with appropriate examples.

ANSWER KEY

Exercise 1.1

- | | | |
|---------------------------|-------------------------|-----------------------------|
| 1. Downward communication | 2. Upward communication | 3. Horizontal communication |
| 4. Downward communication | 5. Upward communication | 6. Radial communication |
| 7. Downward communication | 8. Grapevine | 9. Downward communication |
| 10. Upward communication | | |

Exercise 1.2

- | | | | | | | | | | |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 1. b | 2. b | 3. a | 4. d | 5. a | 6. a | 7. b | 8. b | 9. b | 10. c |
| 11. a | 12. d | 13. c | 14. b | 15. a | 16. b | 17. b | 18. a | 19. d | 20. c |

Exercise 1.3

- | | | | | | | | | |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 1. T | 2. T | 3. F | 4. F | 5. T | 6. F | 7. F | 8. F | 9. T |
| 10. F | 11. T | 12. T | 13. T | 14. T | 15. F | 16. T | 17. F | 18. T |