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COMMUNICATION

THIS CHAPTER INCLUDES

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| <ul style="list-style-type: none">• Types• Directions• Network• Process• Problems | <ul style="list-style-type: none">• Barriers• Types of Communication• Interpersonal Skills• Listening Skills• Emotional Intelligence |
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OBJECTIVE QUESTIONS

2002 - Nov [1] {C} Comment on the following statement in about 30 words each:

- (i) Communication does not simply involves sending of a message by a person. **(1 mark)**
- (ii) Encoding the matter is an important element of communication. **(1 mark)**
- (iii) Sign language cannot be complete substitute for a verbal, Communication in all cases. **(1 mark)**
- (iv) Body language always speaks the truth while speaker may play with words to hide the truth. **(1 mark)**
- (v) No one can be responsible for informal communication. **(1 mark)**
- (vi) Horizontal communication facilitates co-ordination of interdependent activities. **(1 mark)**

Answer:

- (i) **Communication does not simply involves sending of a message by a person:** The communicator (the sender) must find out the effect and influence of his communication on the receiver. He must communicate his message in such a manner which is understandable and acceptable by the receiver. This requires serious consideration of the sender, in selecting the best and appropriate language and also the proper time for the purpose of communication.

- (ii) **Encoding the matter is an important element of communication:**
Yes, it is true that encoding is an important element of communication. Because under this step, sender organises the ideas into a series of symbols, with the help of which they will be able to communicate the message to the intended receiver. It involves selection of the methods of communication as well as receiver. The wordings may be different in different messages to be sent through different methods.
- (iii) **Sign Language cannot be complete substitute for a verbal communication in all cases :-** Sign language cannot be a complete substitute for a verbal communication because it can communicate only elementary and simple ideas which again due to delayed feedback is likely to be misunderstood. They do not have any legal validity and is effective only when it is combined with verbal communication.
- (iv) **Body language always speaks the truth while speaker may play with word to hide the truth:-** Yes, it is true that body language always speaks the truth because it conveys the feelings, emotions, attitudes, reactions and responses. On the other hand, there is every possibility that spoken words may be taken in some other sense.
- (v) **No one can be responsible for informal communication :** Half-truth, rumours, and distorted informations are mostly carried by informal communication. In the absence of a mechanism for authentication of the news and views, the members of the organisation cannot be held responsible. Moreover, there is no chain of command to fix responsibilities.
- (vi) **Horizontal communication facilitates co-ordination of interdependent activities :** Horizontal communication helps in co-ordinating the efforts of different departments of equal level, under the same boss. The managers of each department such as sales, purchase, production, finance and personnel sit together, to develop a common formula for achieving the organisational goals.

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2002 - Nov [2] {C} (b) State the major limitations of Para language.

(3 marks)

Answer:

Advantages :

- (i) Para language aids the verbal communication. Verbal communication is incomplete without para- language.
- (ii) One can very easily judge the speakers background both educational and cultural from the way he speaks.
- (iii) Para language also indicates the speakers position in the hierarchical structure of the organisation.
- (iv) Para language is also helpful in dealing with a particular person.
- (v) Para language is not rigid and one can improve it by observing and listening the good speakers.

Disadvantages :

- (i) Para language cannot be fully relied upon as it is only like a language, but not language itself.
- (ii) Listener has to be open minded otherwise the para language may prejudice him.
- (iii) Para language can be misleading or misguiding.
- (iv) It requires extra care to get the exact content of the language.
- (v) Due to speakers belonging to different speech community it is difficult to achieve uniformity.

2003 - May [1] {C} Comment on the following statements in about 30 words each:

- (i) The basic purpose of communication is to issue orders to subordinates. **(1 mark)**
- (iii) Communication need not be made in words alone. **(1 mark)**
- (x) The space around us is also used as a source of communication. **(1 mark)**
- (xii) Communication is a social activity. **(1 mark)**

Answer:

- (i) **The basic purpose of communication is to issue orders to subordinates** :- At the top level of the management, decisions are made. For executing these decisions, orders are issued to the

subordinates to start the work. The workers associated with the project are continuously motivated and kept involved in the work. A sense of discipline is also developed among them and their morale is kept high. All this requires a constant two-way communication between the managers and the subordinates.

- (iii) **Communication need not be made in words alone:** Communication may be non verbal i.e. communication which does not involve words either written or spoken. It is more concerned with body movement, space, time, voice, tone, pitch, and any kind of audio or visual signals.
- (x) **The space around us is also used as a source of communication:** Communication also takes place in the space around us. The distance between the speakers reflect their relationship, feelings and attitude towards one another. Thus the space around us contains and conveys a definite meaning. Proxemics is the study of how we communicate with the space around us.
- (xii) **Communication is a social activity :** Man being a social animal has to interact with others. This is done by him through communication in an organisation. Effective communication satisfies the personal and social needs. It leads to increase the mutual trust and confidence between the management and the subordinates. Thus communication is a social activity.

2003 - May [2] {C} (a) "Communication in an organisation is multidirectional." Discuss the statement by explaining briefly the different types of channels of communication based on the direction of communication. **(7 marks)**

Answer:

Yes, it is true that communication in an organisation is multidirectional or multidimensional. There are various directions in which it flows. It usually takes the form of the pyramid. On the basis of direction, communication may be of four types :-

1. **Downward Communication :-** Communication that flows from the top level of the organisation to the bottom level along with the scalar chain are known as downward communication. Example for such type of communication are orders, instructions, rules, policies, programmes and directives etc. It specifies the extent of the subordinates authority and their responsibility.

2. **Upward Communication** :- Upward communication is just the opposite of downward communication. In this communication system, the message is transmitted from the bottom of the organisation upwards to the top of the organisation through the middle managers along with the line. Usually this includes workers grievances, suggestions and reactions. This communication system was not appreciated by the superiors. But it has assured importance in modern times and is considered to be a main source of motivating employees.
3. **Horizontal Communication** :- The flow of information between departments or people of equal level in an organisational structure may be termed as horizontal or lateral communication. The two departments may be under the same superior or may have different heads. Such communication may be written or oral. The main object of lateral communication is to co-ordinate the efforts of different departments or persons.
4. **Diagonal Communication** :- Diagonal Communication is between people who are neither in the same department nor on the same level of organisational structure. It cuts across departmental lines. It generally takes place when members cannot communicate effectively through other channels.

These upward, downward, horizontal or diagonal communication may be oral, written, formal, informal or even gestural.

2003 - Nov [1] {C} Comment on the following statement in about 30 words each:

- (ii) Written communication has a longer life than oral communication. **(1 mark)**
- (iii) Grapevine communication has its own utility in disseminating information. **(1 mark)**
- (iv) Information overload is as bad as information gap. **(1 mark)**
- (v) Feedback enhances the effectiveness of communication. Comment. **(1 mark)**
- (vi) Paralanguage is not very reliable. **(1 mark)**
- (xv) Face to face communication is sometimes better than written communication. **(1 mark)**
- (xiii) While communicating with the subordinates, a manager should maintain distance. **(1 mark)**

Answer:

- (ii) **Written communication has a longer life than oral communication** :- A written communication acts as a permanent record for the communication. A person can return back to the subject in the case of the written communication but in case of oral communication a person cannot come back to the same situation. He has no proof of the said words.
- (iii) **Grapevine communication has its own utility in disseminating information**:- Grapevine communication can be used in disseminating the information on a temporary basis for knowing the reaction of the people in the organization. Therefore, it has got its own utility and is not waste or useless.
- (iv) **Information overload is as bad as information gap** :- It is said that excess of everything is bad. Confusion develops where there are excess information. There is a lot of difficulty in managing the information. It is difficult rather say impossible to segregate the relevant and more important information from the irrelevant one.
- (v) **Feedback enhances the effectiveness of communication** :- One of the basic need of effective communication is that it should be two ways. It should be in such a way which is easily understandable. The initiator should be able to communicate what he wants to do and the listener should be able to understand what the initiator wants to make him understand. Unless the feedback is obtained from the listener, the initiator cannot judge whether his communication is complete and effective.
- (vi) **Paralanguage is not very reliable** :- Paralanguage is not very reliable because a large number of signs and signals are used. It is very difficult to achieve uniformity. Extra-care is required to come to the exact content of the language.
- (x) **Face to face communication is some times better than written communication** :- Because the gestures and expression of a person sometimes depicts more than the written words. Time and money both are saved in face to face communication which is not possible in written communication. Facial expression makes the communication effective and efficient.

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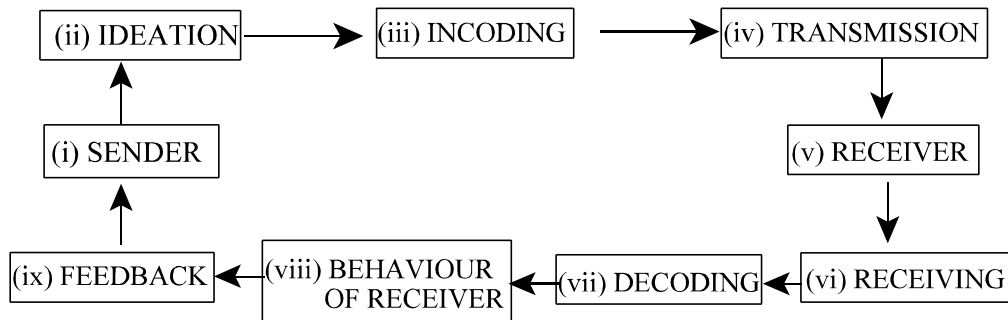
(xiii) While communicating with the subordinates a manager should not maintain distance. Infact he should adopt an open door policy and maintain a friendly relation with his subordinates. This will enable free flow of information and help him to motivate his subordinates.

2003 - Nov [2] {C} (a) Explain briefly the process of communication. **(7 marks)**

Answer:

The process of communication is the inter-relationship between several inter-dependent components. It consists of a chain of related actions and reactions which together result in exchange of information. In order to understand the process of communication, it is necessary to describe each of these components.

A model of communication process is as follows :-



The Process of Communication

- (i) **Sender** : The sender is the first component of the process of communication. The sender may be a speaker, a writer or any other person. He is the one who has a message and wants it to share it for some purpose.
- (ii) **Ideation** : Ideation is the preliminary step in communication where sender creates an idea to communicate. This idea is the content and basis of the message to be communicated. Several ideas may generate in the sender's mind. The sender must identify, analyse and arrange the ideas sequentially before transmitting them to the receiver.

- (iii) **Message** : Message is the heart of communication. It is what the sender wants to convey to the receiver. It may be verbal i.e. written or spoken or non verbal i.e. body language, space language etc.
- (iv) **Encoding** : To encode is to put the idea into words. In this step the communicator organises his ideas into a series of symbols or words which will be communicated to the intended receiver. Thus the ideas are converted into words or symbols. The words and the symbols should be selected carefully. It should be according to the purpose of communication. It should be understandable and most of all it should be suitable for transmission and reception.
- (v) **Transmission** : Next in the process of communication is transmission of the message as encoded messages are transmitted through various media and channels of communication channel connects the sender and the receiver. The channel and media should be selected keeping in mind the requirement of the receiver, the communication to be effective and efficient the channel should be appropriate.
- (vi) **Receiver** : Receiver is the person or group for whom the message is meant. He may be a listener, a reader or a viewer. Any neglect on the part of the receiver may make the communication ineffective. Receiver is thus the ultimate destination of the message. If the message does not reach the receiver the communication is said to be incomplete.
- (vii) **Decoding** : Decoding means translation of symbols encoded by the sender into ideas for understanding. Understanding the message by receiver is the key to the decoding process. The message should be accurately reproduced in the receiver's mind. If the receiver is unable to understand the message correctly, the communication is ineffective.
- (viii) **Behaviour of the Receiver** : It refers to the response by the receiver of the communication received from the sender. He may like to ignore the message or to store the information received or to perform the task assigned by the sender. Thus communication is complete as soon as the receiver responds.
- (ix) **Feedback** : Feedback indicates the result of communication. It is the key element in the communication and is the only way of judging the effectiveness of communication It enables the sender to know whether

his message has been properly interpreted or not. Systematic use of feedback helps to improve future messages. Feedback, like the message could be oral, written or non verbal. It has to be collected from the receiver.

2004 - May [1] {C} Comment the following statement in about 30 words each:

- (i) Decoding is necessary for interpretation and understanding of message. **(1 mark)**
- (ii) Grapevine encourages rumour mongering. **(1 mark)**
- (iii) Verbal communication can be both oral and written. **(1 mark)**
- (iv) People communicate more through body language than words. **(1 mark)**
- (v) Proxemics is the study of space language. **(1 mark)**
- (vi) Feedback makes communication a two way process. **(1 mark)**
- (x) Using verbs in active voice makes communication more effective. **(1 mark)**
- (xv) Written communication can be preserved in sharp contrast to oral communication. **(1 mark)**

Answer:

- (i) **Decoding is necessary for interpretation and understanding of message** :- Decoding means converting the symbols encoded by the sender into ideas for understanding. When the message reaches the receiver, it cannot be assured, that he understands it in the same sense as the sender expects him to understand. Therefore, he must decode it draw the interpretation although, decoding may not always be accurate, as every receiver will interpret the message according to his own perception.
- (ii) **Grapevine encourages rumour mongering:**
In the grapevine chain, there is communication either from one to another and from another to the other or a person passes on the information to everyone. Since such a communication exchanges many ears and mouths, this leads to rumour mongering.

- (iii) **Verbal communication can be both oral and written :** Verbal means relating to words and the use of the words. These words may be spoken or written. When words are communicated by means of speech, it is called oral communication and when the same is given a permanent effect by means of written down notes, it is called a written communication.
- (iv) **People communicate more through body language than words :** It is true that people communicate more through body language than words because the movement in our body express our inner feelings and thoughts. These movements knowingly or unknowingly conveys messages which can be easily understood by the keen observer. Experts have found the following breakup any communication. Verbal communication -7%, Body movement -55%, Voice, tone, pitch -38%.
- (v) **Proxemics is the study of space language :** The communication is done with the space around it is called 'space language.' This type of communication is related to the distance which is maintained between the two involved in communication and this distance is called proximity. Therefore, it becomes true that proxemics is the study of space language, where the effectiveness of communication depends upon the distance maintained, which also shows the degree of closeness between the person communicating and to whom communication is made.
- (vi) **Feedback makes communication a two-way process :-** The message conveyed by the communicator always gets a response from the receiver in return. This is called 'feedback' which may be verbal or non-verbal. As in this process, both the sender and the receiver are involved, it can be said to be a two way process.
- (x) **Using verbs in active voice make communication more effective :-** Verbs in active voice are the strongest part of the speech as they emphasise on any situation much more than passive voice. Therefore to make communication more effective verbs in active voice should be frequently used.

- (xv) **Written communication can be preserved in sharp contrast to oral communication:** Written communication is a permanent record, unless it is destroyed. Words spoken may be forgotten over a period of time but written communication can be preserved over year together being of permanent nature.

2004 - May [2] {C} Explain how the following contributes towards effective communication:

- (i) Politeness.
- (ii) Clarity of purpose.
- (iii) Feedback.
- (iv) Attentive listening.
- (v) Control on emotions.

(10 marks)

Answer:

- (i) **Politeness** : Politeness begets politeness. Polite manners facilitate smooth communication. It encourages participative communication. Irritating expressions should be avoided. Favours should be thanked generously while omissions should be apologised profusely. Empathic communication will ensure politeness in communication.
- (ii) **Clarity of Purpose** : Good communication never 'happens', but is a result of careful and systematic planning. All communication begins with a message. The message should be as clear as possible. The principle of clarity implies both clarity of thought and clarity of expression. Clarity of thought means that the sender must be clear about what, why, when, to whom and how he wants to communicate. Clarity of expression means that the sender must encode the message with appropriate words so that the message is understood by the receiver.
- (iii) **Use of Feedback** : Communication is complete only when the receiver has understood the message. Whether he has understood the message or not is evident from the feed back received from him. Feed back is thus an important element of communication. It should be used carefully in planning and executing communication. In face to face communication it is easy to get feedback. In all other cases the sender should ask questions, request reply and encourage the sender to send in feedback.

- (iv) **Listening** : Communication is the joint responsibility of the sender and receiver. Active listening is essential for success in communication. Communication cannot be effective without proper listening. The receiver should be attentive and receptive because poor listening defeats the very purpose of communication. For complete success of communication participative listening is essential.
- (v) **Controlling of Emotions** : Self control is essential in effective communication. The communicator should be impartial while encoding and sending the message. He should not allow his emotions, attitudes or bias to distort the message. Similarly the receiver should receive the message without allowing his emotion and prejudices to distort the message.

2004 - Nov [1] {C} Comment on the following statements in about 30 words each:

- (i) Kinesics is the study of body movements. (1 mark)
- (ii) No oral communication can be effective without proper listening. (1 mark)
- (iii) Written communication is a creative activity. (1 mark)
- (iv) Face is the index of the mind. (1 mark)
- (v) Para language is close to verbal communication. (1 mark)
- (vi) Eye contact is of paramount importance in face to face communication. (1 mark)
- (vii) Anger is the worst enemy of communication. (1 mark)

Answer:

- (i) **Kinesics is the study of body movements** : – Which involves study of face and eyes, body structure, appearance. This study is important because these send out communicative signals knowingly and unknowingly.
- (ii) **No Oral Communication can be effective without proper listing** :– The statement is true. Listing is an essential part of verbal communication. The listener should be active alternative and receptive because poor listening defeats the very purpose of communication listening is a deliberate effort and involves much more than learning.

- (iii) **Written communication is a creative activity :-** Written communication is not that spontaneous as that of oral communication. The communicator has time to put his imagination into words. Thus written communication is a creative activity. It requires a lot of imagination and continuous effort.
- (iv) **Face is the index of mind :-** Face is the media which reflects our feelings and emotions. Thus face is an important tool of body language. Every part of the face be it eyes or eyebrows, lips, nose expresses thoughts in mind. Face reveals both - the type and intensity of feeling.
- (v) **Para language is close to verbal communication :-** Para language is like language. It is not exactly verbal because it does not involve words but it is very close to verbal because the voice modulation, way of speaking etc. which are tools of para language convey much more than words. Without it words do not convey their intended meanings.
- (vi) **Eye contents is of paramount importance in face to face communication :-** Eyes speak about the characteristics of a person. It also expresses the emotions like anger, fear, adamant, nervousness etc. Thus eye contact is necessary in face to face communication to know about the person in contact.
- (vii) **Anger is the worst enemy of communication:-** When a person is angry he loses his self control and pours out words which mars the very purpose of communication. It also creates a barrier between the communicator and the listener.

2004 - Nov [2] {C} (a) How can a message be conveyed more effectively through voice? **(5 marks)**

Answer:

Voice is the most important element of para language. It plays an important role in communication. It is the first tool of effective communication. It conveys the message in a very effective way. A message can be conveyed more effectively through voice by considering the following points:

1. **Variation of pitch** : Pitch means quality of sound. In order to break the monotony of the speech, variation of pitch is essential. Variation of pitch is also necessary to keep the listener interested in the speech which is the very essence of communication.
2. **Variation of volume** : Variation of volume puts life into one's speech. Variation of volume should be done according to the size of audience. The volume should be such which makes the speaker audible.
3. **Speed of speaking** : Different part of the message should be spoken at different speed. Generally the part easily understandable can be spoken at a high speed while parts difficult to understand should be spoken in a slow speed. The speed thus should be such which ensures fluency.
4. **Pause** : Pause is essential. One cannot go on speaking continuously. But a pause should be used effectively. It should be used at right time which not only give the speaker a time to breathe but also gains the listener's attention.
5. **Non Fluencies** : Non fluencies 'up' am, you know etc. if used carefully and sparingly add to the fluency of the speaker, giving him time to breathe and making the listener more alert.

2005 - May [1] Comment on the following:

- (i) Social responsibility of business adds to the importance of communication. **(1 mark)**
- (iv) Upstream communication means democratisation of a firm. **(1 mark)**
- (v) Grapevine provides psychological satisfaction to employees. **(1 mark)**
- (vi) Verbal communication can be either oral or written. **(1 mark)**
- (vii) Silence is a means of communication. **(1 mark)**
- (viii) Verbal communication may lead to semantic problems. **(1 mark)**
- (xiv) Filtering means manipulation of information. **(1 mark)**

Answer:

- (i) Communication is the life blood of business. Every business has a social responsibility towards the customers, government, suppliers and public. In order that business generate goodwill and proper image effective communication is essential.

- (iv) Upstream communication refers to the flow of information from the lower level i.e. subordinates to the upper level i.e. superiors. Activity report, suggestions, grievances, recommendations are the media of upstream communication. Since it involves all the employees it paves way for the democratisation of the firm.
- (v) Informal communication is known as grapevine. It arises because of the desire of the people to communicate without following the formal channels of communication. It draws the employees closer to each other and builds up a co-ordial relationship. It thus provides psychological satisfaction to employees.
- (vi) **Verbal communication can be both oral and written :-** Verbal means relating to words and the use of the words. These words may be spoken or written. When words are communicated by means of speech, it is called oral communication and when the same is given a permanent effect by means of written down notes, it is called a written communication.
- (vii) Silence is an effective tool of communication. It shows both positive as well as negative response. It however depends on the observer to interpret the silence through the attitude of the silence communicator.
- (viii) Semantic problem arises from the disadvantages of the symbolic system and meaning of words. Verbal communication uses words which can be interpreted in different way. Due to different interpretation by the sender and receiver the semantic problem arises.
- (xiv) Filtering means to remove. Filtering of message means to remove or screen the message in such a way that only relevant part is communicated. However during the process of filtering there is every possibility that the sender manipulates the message according to his suitability.

2005 - May [2] (i) "Listening is the key ingredient of effective communication". Comment. **(5 marks)**

Answer:

Communication cannot be effective without proper listening. Listening is an essential part of verbal communication. The listener should be attentive and receptive because poor listening defeats the very purpose of communication.

Listening is a deliberate effort and involves much more than hearing. Listening depends upon the listener, the purpose and the context. On the basis of the above listening can be classified as :-

(i) **Discriminative Listening :**

When the listener discriminates i.e. differentiates between different parts of the message he listens, it is called discriminative listening. For example, while listening to a subordinate's grievances he differentiates between the important and non important part. The important part is taken seriously and the non important part is ignored or set aside. Discriminative listening is also called **Content Listening**.

(ii) **Evaluative listening :**

When the listener tries to understand and evaluate the meaning of the message on several grounds such as the logic of argument, the strength of evidence, the validity of the conclusion, the implication of the message, the speaker's intentions and motives it is called evaluative listening. Evaluative listening generally involves interactions as the listener may disagree with the speaker. For example, when the sales manager presents sales projections for the next few months, the production manager listens critically, evaluating whether the estimates are valid and about the implications on the production department.

(iii) **Appreciative listening :**

When the listener appreciates the speaker while he is speaking it is called appreciative listening. An appreciative listener, through words or body language, shows the speaker that he agrees with him, and thus appreciates and supports him. This kind of listening enhances the confidence of the speaker and boosts his morale.

(iv) **Empathic Listening :**

When the listener puts himself in the position of the speaker and understands his feelings, needs and wants it is called empathic listening. By listening in an empathic way, the listener helps the speaker vent the pent up emotions. Such listening develops healthy human relations.

2005 - Nov [1] {C} Comment on the following statements in about 30 words each:

- (i) The process of communication begins with a sender. **(1 mark)**
- (ii) Diagonal communication takes place between people working at different levels. **(1 mark)**
- (iii) Written communication is a time consuming activity. **(1 mark)**
- (iv) Empathic listening is good for healthy human relations. **(1 mark)**
- (v) Too frequent pauses do spoil the speech. **(1 mark)**
- (vi) Our surrounding environment speaks its own language. **(1 mark)**
- (vii) The face is the index of the mind. **(1 mark)**

Answer:

- (i) According to Keith Davis, Communication is the process of passing information and understanding from one person to another. Thus the process of communication begins when the sender feels the need for it and the idea generates 'in his mind. The sender is thus the source of message and it is very correct to say that the process of communication begins with a sender.
- (ii) Diagonal communication takes place when persons working at a lower level interact with those working at a higher level across the limits of their reporting authority. It cuts across the departmental lines and information flows between people who are neither in the same department nor on the same level of organization structure.
- (iii) Written communication is indispensable to an organisation. However, it suffers from one disadvantage and that is time factor. Written communication takes time to organise a message, to write and to send the mail or post. It is a time consuming activity and is therefore not suitable when the message is to be sent immediately.
- (iv) When the listener puts himself in the position of the speaker it is called empathic listening. Empathic listening develops healthy human relations as an efficient manager allows the speaker to vent out his pent up emotions and show his feelings.

- (v) In a speech pause is essential. One cannot go on speaking continuously. A pause however should be used effectively. It should be used as a right time to gain the listeners attention. However too frequent pause spoils a speech as the listener begins to lose interest.
- (vi) Our surrounding or physical environment speaks its own language which is non verbal form of language. We interpret this language through our sensory perceptions. Two important aspects of this language is colour and layout.
- (vii) Face is the media which reflects our feelings and emotions. Thus face is an important tool of body language. Every part of the face be it eyes or eyebrows, lips, nose expresses thoughts in mind. Face reveals both-the type and intensity of feeling.

2005 - Nov [2] {C} (i) What are the socio-psychological barriers to communication? **(5 marks)**

Answer:

Communication to be effective should be free of barriers which obstruct the free flow of communication. Social and psychological factors are the most difficult barriers to communication. These consist of the following:–

1. **Attitude and opinions:** The personal attitude and opinions of the receiver often interfere with communication. If the message is consistent with the receiver's attitude and opinion they receive it favourably. When the message is inconsistent with the receiver's attitude and opinions, they are not likely to be received favourably.
2. **Emotions:** Emotions like fear, anger, worry, nervousness block the mind. It also blurs the thinking power and one fails to organise the message properly. When the message is not organised properly it cannot be conveyed effectively.
3. **Status difference:** Status consciousness is a very serious barrier. Subordinates fail to communicate to with their superiors because either they are too conscious of their low status or too afraid of being snubbed off. Similarly many executives keep distance from their subordinates thinking it too degrading to consult them.
4. **In attention:** Inattention arises due to mental preoccupations or distractions. These causes barriers to communication.

5. **Closed mind:** A person with closed is not willing to listen and is not prepared to reconsider his opinion. As such it is very difficult to communicate with such person.
6. **Distrust:** Distrust after fails to deliver the right message. When the receiver is biased or hostile towards the sender the message is either ignored or misinterpreted.
7. **Poor retention:** Successive transmission of the message are decreasingly accurate. In the process of transmission a part of the message is lost at every stage. This is because of poor retention on the part of the receiver. Thus incomplete message is conveyed.
8. **Premature evaluation:** Premature evaluation prevents effective communication. Some people form a judgement even before receiving the complete message. And once judgement is already formed the mind is closed to the rest of the message.

2006 - May [1] {C} Comment on the following statements in about 30 words each :

- (i) You glow when someone puts an arm around you, reaches across the table to hold your hand or envelops you in a hug. **(1 mark)**
- (ii) Your reaching office in time and completion of task within a specific time span does not communicate anything. **(1 mark)**
- (iii) Proxemics explains kind of human relationships. **(1 mark)**
- (iv) Listening is antonym of hearing. **(1 mark)**
- (v) Communication is culture-bound. **(1 mark)**
- (vi) Diagonal communication, though practicable, has some limitations. **(1 mark)**
- (viii) You reach office late by ten minutes. Your boss first looks at you and then the wall clock. But he utters no word. **(1 mark)**
- (ix) Decoding may not always be accurate. **(1 mark)**

Answer:

Comment :-

- (i) Human beings communicate in many ways other than through words. Words, very often fail to convey the exact meaning. Thus non-verbal signals mutually understood by the sender and receiver are used. The space around the sender and receiver communicates too which is

called Proxemics'. Thus one glows when someone puts an arm around, reaches across the table to hold the hand or envelops in a hug. Here a close contact is maintained and is the intimate space language.

- (ii) Reaching office in time and completion of task within a specific time span does communicate. It communicates the importance of time. This non-verbal communication is called, Time Language. Time pervades our thinking and dominates our communication. Under time language, people communicate with each other in terms of time by showing them in a very sophisticated way, the worth of time.
- (iii) Proxemics is the study of how we communicate within the space around us. For this the distance between the sender and receiver is demarcated. The distance between the receiver and the sender while communicating speaks about the relationship between them. It is intimate if the distance between them is physical contact to 18 inches. It is personal if the distance between them is 18 inches to 4 feet. Thus proxemics do explain kind of human relationships.
- (iv) Listening is a deliberate effort. It is not same as hearing. While hearing one has to make no effort. But for listening one has to train ones ears and ask themselves as to why he wants to listen. Again, while listening one has to discriminate, evaluate, appreciate and react as well which is not required in hearing.
- (v) Communication is culture bound. One has to be very careful in choice of words so as to not to offend the receiver who may be having a very different cultural background. Cultural difference very often come up as communication barrier. The same words, phrases, symbols etc may mean different things to different people of different cultural background.
- (vi) Diagonal communication, though practicable has some limitations. They are :-
 - (i) Anarchy – which takes place in the absence of well accepted procedures for diagonal communication.
 - (ii) Resistance by managers when not consulted.
 - (iii) It violates the principle of unity of command and thus causes conflicts and confusion.

- (viii) Human body and its various parts play an important role in communication. The boss although has not uttered any words but by his body language, i.e. gestures has conveyed very well that the person is late and he does not approve of it. This use of body language as a medium of communication is also known as kinesics'.
- (ix) It is very true that decoding may not always be accurate. It depends on individual experiences. If the receiver is familiar with the codes used by the sender and his perception is good, he will derive more or less the same meaning as meant by sender, otherwise not. Inaccurate decoding makes the communication ineffective.

2006 - May [2] {C} (b) 90% of the problems in any organisation are caused by ineffective communication. How ? (Give any five reasons) **(5 marks)**

Answer:

It is very true that 90% of the problems in any organisation are caused by ineffective communication. It is evident from the following :-

- (i) **Unclear message** :- When the sender is not sure of what he wants to communicate, why he wants to do it, to whom he wants to communicate, his message can never be clear. This is more because a clear message can never be sent from unclear mind. An unclear message is likely to be decoded in different ways giving different meanings.
- (ii) **Incomplete message** :- Incomplete messages keep the receiver guessing. This creates misunderstanding and often delays action.
- (iii) **Incorrect message** :- When incorrect message is communicated, wrong decisions are taken in light of incorrect message.
- (iv) **Absence of attention** :- Both the receiver and sender have to pay their full attention. Lack of attention leads to distortion of message giving out a different meaning.
- (v) **Noise** :- Ineffective communication also results from noise. Noise acts as a major barrier to communication. Noise distracts the persons and incorrect message is conveyed.