

Star Rating

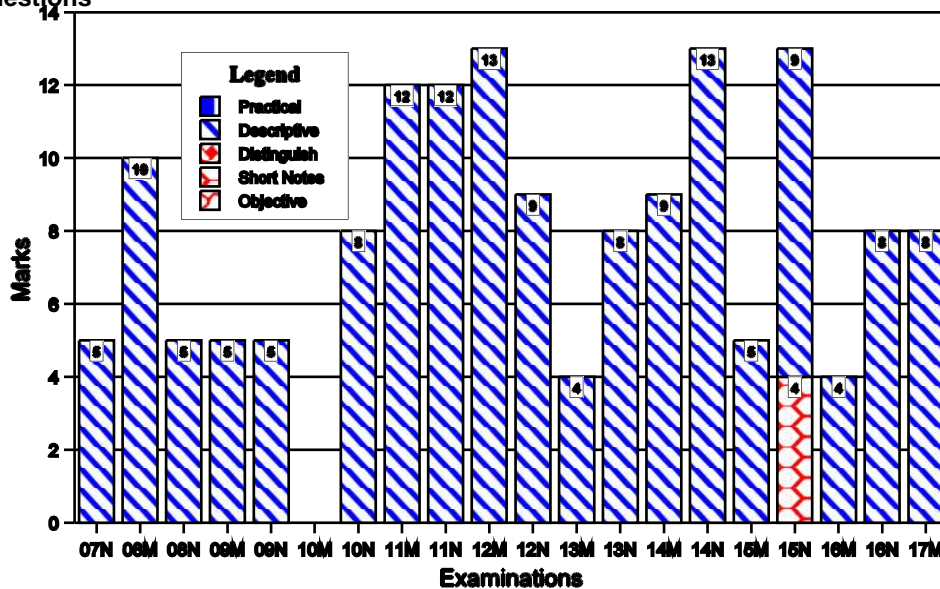
On the basis of Maximum marks from a chapter ☆☆☆☆☆

On the basis of Questions included every year from a chapter ☆☆☆☆☆

On the basis of Compulsory questions from a chapter ☆☆☆☆☆

CHAPTER	
1	Essentials of Communication
THIS CHAPTER COMPRISES OF	
☞ Introduction ☞ Process of Communication ☞ Formal & Informal Communication ☞ Grapevine ☞ Interdepartmental Communication ☞ Media ☞ Non-Verbal Communication ☞ Benefits ☞ Barriers ☞ Written Communication ☞ Business Letter ☞ Layouts of letters ☞ Planning & Composing Business Messages.	

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions



Bloom's Taxonomy (BT) Keeps You Ahead During Learning	
Basis On Which Questions Are Asked In Your Exam. So Learn In a Proper, Systematic & Scientific Way.	Low Level Thinking Skills Level 1: Knowledge Level 2: Comprehension
	High Level Thinking Skills Level 3: Application Level 4: Analysis Level 5: Synthesis Level 6: Evaluation

Focus:

Analysis of this chapter on the basis of Bloom's Taxonomy

Questions asked from this chapter in your exam requires High Level Thinking Skill specially Application and Analysis skill & some time question asked is totally based on Synthesis and Evaluation skill. For solving such problems, low level thinking skills are also required.

SHORT NOTES

2015 - Nov [2] (c) **Based on BT's Level 1**

Write short notes on the following:

(I) Proxemics (2 marks)
(II) Haptics (2 marks)

Answer:

(I) **Proxemics:**

- Proxemics is an important type of non-verbal communication. Proxemics is used with reference to space or territory. In other words, it denotes the spaces that exists when we talk to each other.
- The space around us can be broadly classified as under.

1.	Intimate space	Most body movements take place within 18 inches around us. It is our most intimate circle of space. Only very close people or family members can enter this space. It means that the less the space between the two persons communicating the more intimate is the nature of communication.
2.	Personal space	Personal space extends from 18 inches to four feet where we have normal conversation with friends, colleagues and associates.
3.	Social space	This can be anywhere between four feet and 12 feet. It reflects a formality of relationship.
4.	Public space	This starts from a distance of 12 feet. One has to raise one's voice to be heard.

(II) Haptics:

- This is communication through touch, and sends important messages about the speaker to the receiver.
- It reveals the perceptions of status, attitudes, culture and needs.

DESCRIPTIVE QUESTIONS**2007 - Nov [20]****Based on BT's Level 1**

You have been assigned the job of composing business messages. What check-list would you prepare for organizing the message? (5 marks)

Answer :

An effective correspondence is very important for business transaction. It should have the following characteristics :

1.	Simplicity	A business letter should be simple. It should be written in a lucid (easy) language so that it is clear to the receiver. The language can be similar to that of social letters as long as formality is maintained. The letter should make an instant appeal to the reader.
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2.	Conversational style	An effective letter is one that gives an impression of face to face communication. Letters are the written media by which sender of the message speaks to the receiver. Hence a letter should be written in a conversational style. Conversational style is interactive in nature and is more or less informal.
3.	Clarity of goal	The writer should be clear about what he wishes to convey. He should keep all the facts and figures of the information handy. The letter should be written in such a way that it reflects the goal clearly and easily. There must not be any ambiguity.
4.	Public relation	Business letters reflect the image of the organisation. All business letters should therefore be drafted keeping in mind the objective of enhancing the organisations goodwill, image and public relations.
5.	The 'You' attitude	The business letters should be written keeping in mind the reader's point of view. It should be able to convey the sender's interest in the reader. For this the 'You' attitude should be adopted. The 'I's and 'We's' should be avoided and more of 'You's' should be included. This will show the sender's interest in the reader.
6.	Courteous	The business letter should be courteous. Courtesy implies that the letter seeks favour politely and expresses gratitude profusely for the favours done. Thus the language of the letter should be polite and appealing. When the 'You' attitude is adopted, automatically the letter becomes polite and appealing.
7.	Persuading	The basic idea behind every business

		correspondence is to persuade the reader be it a sales letter, letter of enquiry or letter of complaint. Thus to persuade the reader in an effective way the piece of correspondence should be well written. So as to persuade the reader in ones favour.
8.	Sincere	The business letters should be sincere. This means that the letter should be written in such a way that the readers believe what the letter says. It should not hide reality. It should also be free from hypocrisy making tall claims. The matter should be stated erectly and genuinely.
9.	Positive language	The words of the letter should be chosen with care. As far as possible the language of the piece of letter should be positive. The use of negative words should be avoided as it gives an impression of negative outlook and approach.
10.	Due emphasis	Proper emphasis should be put on the content of the piece of correspondence. This requires logical thinking on the part of the writer. The writer should himself be clear in his mind what he wants to convey. Only then can he emphasis properly. Proper emphasis is to be given according to the message conveyed. Proper punctuation aids to this. It should also be noted that short sentences are better than long sentences.
11.	Coherence	The information present in the letter should be arranged in a logical way. This is done by using carefully the linking devices, pronouns, and repeating the key words. Unless arranged in a logical way the information will loose its

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		meaning and thus the objectivity of the correspondence will be lost.
12.	Care for culture	All business correspondence seeks to be written keeping in mind the reader's point of view. As such no words should be used which offends the cultural background of the reader. The best way is to avoid use of culturally derived words, slangs, colloquialisms, etc. Harmless and in offensive words should be used.
13.	Tactful approach	The writer should adopt a tactful approach while writing a business letter. It can be a direct approach letter, an indirect approach letter or a middle approach letter depending on the message to be conveyed. Generally a good news is conveyed directly where as a bad news or a complaint adopts indirect or middle approach.
14.	Ethical standard	A business letter reflects the image of an organisation. Therefore all business correspondence should maintain certain ethical standard. Although business correspondence should be persuasive and tactful, without ethics they will be fruitless. It may pay in short run but it will not reap harvest in long run.
15.	Brief but complete	Brevity is the soul of correspondence. In short the receiver must know what the sender wants to transmit. But briefness does not means incomplete. An incomplete letter does not fulfill its objectives. All necessary matter should be incorporated in the letter. Thus the quality of

brevity and completeness should be there in business letter.

2008 - May [17] {C} (a)

Based on BT's Level 1, 2 & 3

Explain clearly the meaning of the term 'Grapevine' as applicable to 'Communication'.

(5 marks)

Answer :

Informal communication is known as grapevine. People generally like to form and more in groups. Grapevine arises because of the desire of the people to communicate without following the formal channels of communication. It follows no set lines, nor any definite rules, but spreads like grapevine, in any direction anywhere and spreads fast. This takes place when members of an informal group pass on information and opinions to each other as well as to other informal groups. Although it exists outside the official network but continually interacts with the formal communication.

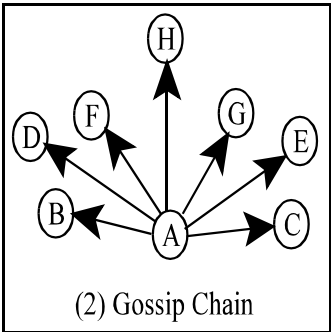
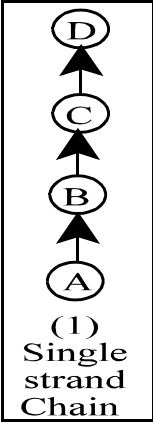
According to Keith Davis grapevine is a product of situation. It steadily takes place when:

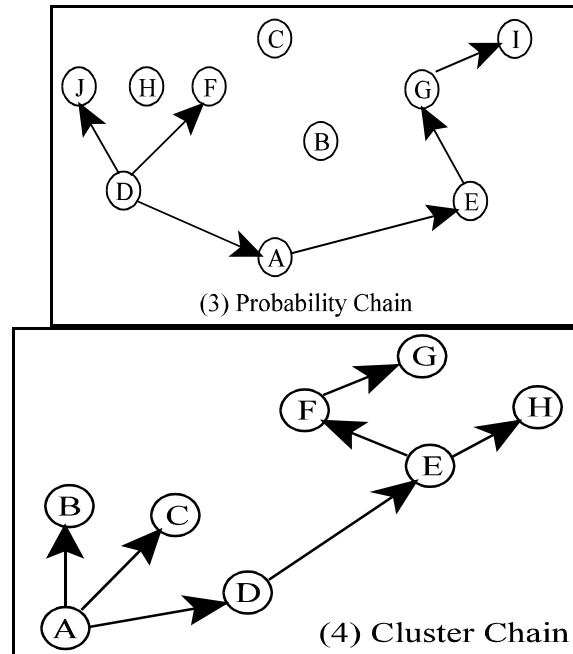
1. Workmen in the organisation are faced with uncertainties like promotional chances, increments, job insecurities etc.
2. When there are possibilities of certain changes in an organisation like change in policy, adoption of new technology etc.
3. When workmen are physically situated close enough to influence and trust each other.

Keith Davis has identified four different networks for transmitting information via the grapevine:

1.	Single-strand Chain	In single strand chain one-person communicates with only one person. In this, the first person tells something to the 2nd, the 2nd to the 3rd person, the 3rd to 4th person and so on till the message is communicated to all. It is the least accurate in passing any information.
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2.	Gossip Chain	In gossip chain one person communicates with many persons. As soon as a person gets some interesting non-job related information he conveys the same to every other person.
3.	Probability Chain	In probability chain communication takes place between many persons. The information is conveyed from one person to another irrespective of the fact that they are related to each other or not whether formally or informally. In this the information passes at random. Information is some what interesting but not significant.
4.	Cluster Chain	In cluster chain one person communicates with many other persons but selectively. In this one person may convey an information to 4 or 5 persons whom he knows very well and can trust, out of these 4 –5 persons one or two may again pass on the information. As the number grows larger and information staler, it gradually dies out. This is known as cluster chain because one person while conveying message may form cluster. Spreads information with great speed.





2008 - May [20]

Explain clearly the process of Communication.

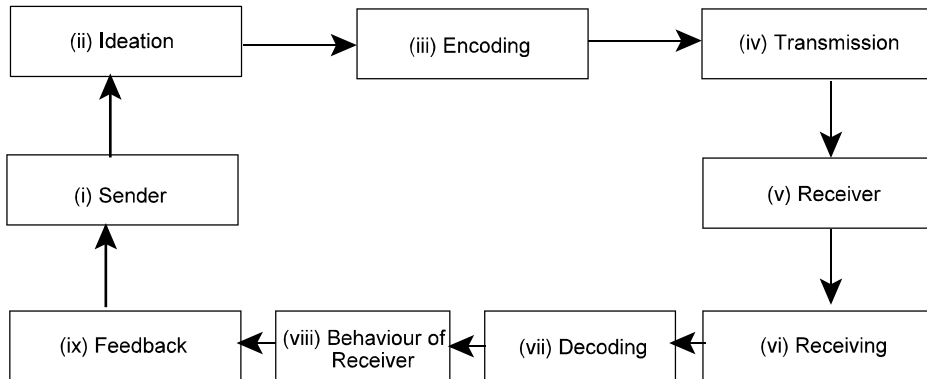
Based on BT's Level 1

(5 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		
1.	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 to share it for some purpose.
2.	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.
3.	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.

4.	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.
5.	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.
6.	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.
7.	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

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		receiver is unable to understand the message correctly the communication is ineffective.
8.	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.
9.	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.

2008 - Nov [17] {C} (a) **Based on BT's Level 4**

Explain clearly the advantages of a formal Communication. (5 marks)

Answer :

Formal Communication	
Meaning	The official communication which takes place in the organisation is known as Formal Communication. It flows through the managerial hierarchy i.e. the officially prescribed route for the flow of communication that can be compared to a pyramid. It follows that route of communication which is institutionally determined and is associated with statue of the position of the receiver or sender.

Advantages	<ol style="list-style-type: none"> 1. All information flows through the proper channel in an orderly and smooth way. 2. Formal channel helps in fixing responsibilities for the activities carried out in an organisation thereby ensuring control. 3. In Formal channel, the superior and the subordinates are in direct contact with each other, so a better understanding develops between them. 4. The information is filtered at every level of organisation which ensures that only essential & necessary information passes to the next level. 5. Formal channel covers all sub-systems of an organisation.
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2009 - May [17] {C} (a)

Based on BT's Level 4, 5

Explain the factors which are responsible for the growing importance of communication of an organisation. (5 marks)

Answer :

According to **Sir John Harvey-Jones** "Communication is the single most essential skill. Effective communication is the need of the day". **In recent times communication has become all more essential due to the following reasons :**

1.	Growth in the size of the business organisation	An efficient system of communication is required because the business organisations are growing tremendously. Thousands of people work in the organisation. Organisations have factories or offices in different parts of the country or even world.
2.	Advance technology	Day by day rapid changes are taking place in science and technology leading to obsolescence of old technology. Thus in order to upgrade or modernise technology proper

		communication between the superior and subordinate in an organisation is a must.
3.	Tough competition in the market	Globalisation and liberalisation have resulted in cut throat competition. Thus to survive such competition, persuasive communication in form of advertisement, publicity, personal contacts is essential.
4.	Growing specialization	Division of work paved way for specialists to work in different departments. Sound communication is thus essential for ensuring mutual co-operation and understanding between different departments.
5.	Trade union movement	Trade union movement is on its growth. Management now has to consult trade unions on various matters. A strong and meaningful relation between management and trade union is possible only by effective communication.
6.	Human Relation	Employee's participation in management helps to develop among them a sense of loyalty and belongingness towards the organisation. Thus effective communication between management and employee is necessary to develop mutual trust and confidence.
7.	Public Relations	Public relations help an organisation to improve its image in society as the organisation has a social responsibility specially towards the customers.

2009 - Nov [14] (a) **Based on BT's Level 4**
 What are the merits and demerits of grapevine form of Communication.
(5 marks)

Answer :

Informal Communication or Grapevine	
Meaning	Informal communication is known as

	<p>grapevine. People generally like to form and move in groups. Grapevine arises because of the desire of the people to communicate without following the formal channels of communication. It follows no set lines, nor any definite rules, but spreads like grapevine, in any direction anywhere and spreads fast. This takes place when members of an informal group pass on information and opinions to each other as well as to other informal groups. Although it exists outside the official network but continually interacts with the formal communication.</p>
<p>Merits</p>	<ol style="list-style-type: none"> 1. It is free from formal lines of authority. 2. Communication is faster and quicker as the message has not to pass through prescribed route. 3. There is no channel of command and it spreads to all directions. 4. If properly utilised it may supplement formal channel of communication as it may be used to clarify managements view points. 5. It may also provide feedback to managers on the reaction of a decision taken by the management. 6. Informal communication draws employees closer to each other and builds up a cordial relationship giving them psychological satisfaction.
<p>Demerits</p>	<p>(i) Grapevine often carries half-truth and distorted information with an alarming</p>

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	<p>rate of speed.</p> <ul style="list-style-type: none">(ii) The people in an organisation are likely to be mis-informed and misled.(iii) Since there is no chain of command it is difficult to fix responsibilities on a particular individual.(iv) Often the information transmitted is contradictory in nature.(v) Grapevine is less orderly and less static and thus the image of the organisation may be spoiled.
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2010 - Nov [4] (c)

Based on BT's Level 1, 2

Explain the various forms of formal communication.

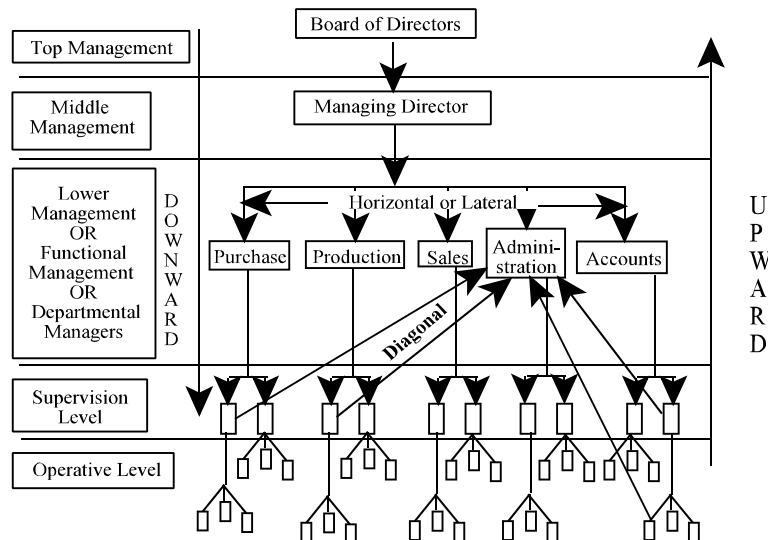
(4 marks)

Answer :

Human beings in an organisation are inter related to each other. They are related both formally as well as informally. These relationships are maintained by means of communication. Therefore there exists in an organisation two channels of communication :

1. Formal channel of communication.
2. Informal channel communication.

A formal channel of communication is the officially prescribed route for the flow of communication. It is that route of communication which is institutionally determined and is associated with status or position of the receiver and sender. The formal channels are deliberately related to ensure that accurate information flows smoothly and timely.



Components of Formal Communication		
1.	Downward Communication	<p>Communication that flows from the top level of the organisation to the bottom level along with the scalar chain is known as downward communication.</p> <p>Examples for such type of communication are orders, instructions, rules, policies, programmes and directives etc.</p> <p>It specifies the extent of the subordinates authority and their responsibility.</p>
2.	Upward Communication	<p>Upward communication is just the opposite of downward communication.</p> <p>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.</p> <p>Usually this includes workers grievances, suggestions and reactions.</p> <p>This communication system is not</p>

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		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	<p>The flow of information between departments or people of equal level in an organisational structure may be termed as horizontal or lateral communication.</p> <p>The two departments may be under the same superior or may have different heads.</p> <p>Such communication may be written or oral.</p> <p>The main object of lateral communication is to co-ordinate the efforts of different departments or persons.</p>
4.	Diagonal Communication	<ul style="list-style-type: none"> • 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.

KZ - 1 **Knowledge Zone**

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

2010 - Nov [7] (d) **Based on BT's Level 4, 5 & 6**
 State reasons for selecting the oral mode of communication instead of the written mode of communication. (4 marks)

Answer :

Oral Communication	
Meaning	• Oral communication means

	<p>communication through words spoken i.e. by speech.</p> <ul style="list-style-type: none"> • In oral communication, both the parties to the process, i.e. sender and receiver, exchange their ideas through oral words either in face to face communication or through any mechanical or electrical device, such as telephone etc. • In this system, person can exchange their feelings fully and clarification regarding any doubt or ambiguity may be sought. • Oral communication is preferred by rank and file employees as well as supervisors and managers, as they enjoy the opportunity to ask questions and to participate. • Oral communication is characterized by 7 Cs - Clarity, Candidness, Completeness, Conciseness, Concreteness, Correctness and Courtesy.
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Reason for selecting oral mode of communication instead of written mode of communication

1.	Economical	Oral communication is relatively less expensive. It saves the money spent on stationery in an organisation.
2.	Time saver	Oral communication is fast. It saves the time involved in writing the message.
3.	Flexible	Oral communication is very flexible in sense it provides an opportunity to the speaker to correct himself and make himself clear by changing his voice, pitch, tone, etc. This is not possible in written communication.
4.	Quick response	Oral communication is also helpful in getting quicker response from the receiver. The

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		speaker gets immediate response from the receiver. It thus provides immediate feedback to both sender and receiver.
5.	Personal touch	Oral communication is personal in nature. It is this nature that brings superiors and subordinates closer. It is also an effective tool of persuasion.
6.	Maintains secrecy	Oral communication has an added advantage of maintaining secrecy. Oral messages can be more easily kept confidential than written messages.
7.	Group communication	Oral communication is an effective tool for communicating with the groups at large. Group reactions can also be interpreted immediately to arrive at reasonable conclusions.

2011 - May [4] (c) **Based on BT's Level 4**
 Explain the merits and limitations of oral communication. (4 marks)

Answer :

Merits: *Please refer 2010 - Nov [7] (d) on page no. 575*

Disadvantages/Limitations of Oral Communication		
1.	Time consuming	Oral communication may not be time saver always. Many a times it is seen that meetings continue for a long time without arriving at any satisfactory conclusion.
2.	Poor retention	Oral communication is more likely to be forgotten. The listener cannot always retain oral messages in his memory for long. Sometimes even the speaker may not remember what he actually said.
3.	Not suitable for	Very often oral communication gets distorted.

	lengthy messages	This is more so in case of lengthy messages when communicated through various levels of hierarchy.
4.	No record	No permanent record is kept in case of oral communication. In the absence of record, oral messages have no legal validity.
5.	Misunderstood	In oral communication, much depends upon the tone, pitch, voice, etc. The speaker, due to his poor vocal expression, may not be able to make himself clear and the listener may also be inattentive. Thus the message may be misunderstood. A word spoken once cannot be taken back.
6.	Not precise	Oral communication is not precise and to the point. People are more precise when they write rather than when they speak. Very often, the exact message to be conveyed is lost in a mass of words.

2011 - May [5] (c)

Based on BT's Level 4, 5 & 6

"Importance of communication is increasing day-by-day in the business organisations." State the reasons for this increasing importance. (4 marks)

Answer :

Please refer 2009 - May [17] {C} (a) on page no. 569

2011 - May [7] (d)

Based on BT's Level 4, 5

How is "noise" a barrier to effective communication? (4 marks)

Answer :

Communication is the process of passing information and understanding from one person to another. Any thing that obstructs the free flow of communication is referred to as Barrier to communication.

Noise is the first and foremost physical barrier to effective communication. It obstructs and reduces the sending and receiving of communication.

Noise may be caused by:

- Machines
- Equipment
- Communication device
- Disturbances at the time of transmission.

Noise may occur at any of the following level:

- **The sender’s level**
Eg: Sender may use ambiguous or confusing signal.
- **The receiver’s level**
Eg: Receiver may misinterpret the message.
- **The Medium of communication**
Eg: Faulty communication device or disturbances at the time of transmission.
 Sources contributing to noise factor are:
 - Poor timing
 - Network Break down
 - Inappropriate channel

KZ - 2	Knowledge Zone	
Types of Barriers in Communication		
1.	Physical Barrier	<ul style="list-style-type: none"> • Physical Distance • Noise
2.	Socio - Psychological Barrier or Personal Barrier	<ul style="list-style-type: none"> • Biased Attitude and Opinions • Status Consciousness • Relation with fellow worker • Poor retention • Poor listening
3.	Organisational Barrier	<ul style="list-style-type: none"> • Hierarchical distance • Diversion • Colouring • Goal conflict
4.	Semantic Barrier	<ul style="list-style-type: none"> • Words with different meaning • Denotations and Connotations

		<ul style="list-style-type: none"> • Wrong assumption
5.	Mechanical Barrier	<ul style="list-style-type: none"> • Information overload • Loss by transmission

2011 - Nov [3] (c)

Based on BT's Level 4, 5

Point out the factors which lead to grapevine communication. (4 marks)

Answer :

Informal communication is known as grapevine. People generally like to form and move in groups. Grapevine arises because of the desire of the people to communicate without following the formal channels of communication. It follows no set lines, nor any definite rules, but spreads like grapevine, in any direction anywhere and spreads fast. This takes place when members of an informal group pass on information and opinions to each other as well as to other informal groups. Although it exists outside the official network but continually interacts with the formal communication.

According to Keith Davis grapevine is a product of situation. It steadily takes place when:

1. Workman in the organisation are faced with uncertainties like promotional chances, increments, job insecurities, etc.
2. When there are possibilities of certain changes in an organisation like change in policy, adoption of new technology, etc.
3. When workmen are physically situated close enough to influence and trust each other.

2011 - Nov [5] (c)

Based on BT's Level 1, 3

Draft a business letter, presuming your facts that you have received the goods from the company and you are sending payments. (4 marks)

Answer :

The Scanner Academy
Regd. office : 3rd Floor, Tulsiani Plaza
Allahabad, U.P.
Phone: 12345678
Fax: 87654321
 e-mail : tsa@gmail.com

Dated.....

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Mssrs. Shuchita Prakashan,
17, LIC Colony, Tagore Town,
Allahabad.
Dear Sir,

SUBJECT: Acknowledgment of receipt of Books vide Consignment No.....

This is to thank you for the prompt service on your part to deliver the consignment at the odd hour of our order. On our part we are sending herewith a crossed cheque in favour of your company.

Thanks once again for your attention
Yours Sincerely
On behalf of TSA

2011 - Nov [7] **Based on BT's Level 1**

Answer the following :
(e) What do you understand by the "Semantic Barriers" to communication?
(4 marks)

Answer :

Semantic Barriers	
Meaning	Semantic means the relationships of signs of their reference. Semantic barrier arises from the disadvantages of the symbolic system. Symbols have got number of meaning and one has to choose any one of them according to the requirement of communication. Hence, a meaningful distinction should be made between inferences and facts. Semantic refers to the study of relationship of words and signs. It arises from the disadvantage of symbolic system. Symbol or the language is the most important tool of communication which has to be used very carefully:
Types of Semantic Barriers	

1.	Words with different meaning	Some words convey more than one meaning. When the receiver assigns a different meaning to a word than what the sender intended, there occurs mis-communication.
2.	Denotation and connotations	Words have two types of meanings. Denotations and connotations. Denotations are the literal meanings of the words while connotations are the suggestive meaning of the words. Connotations may be positive or negative. For e.g. word cheap may be connoted as low priced (positive connotation) or low quality (negative connotation) Difference in connotations may misinterpret a particular message.
3.	Offensive style of communication	Badly expressed messages lose their impact. Offensive style of communication leads to communication breakdown causing loss of time and money.
4.	Wrong assumptions	Communications should not be based on assumption as it may lead to wrong interpretation. All possible efforts should be made to clarify assumptions.
5.	Selective perceptions	Many a time the message is decoded by the receiver in a way which may be selective. In other words, most of the receivers protect their own interest and expectations leading to a particular type of feed back which becomes a communication problem.

2012 - May [1] {C} (d)

Based on BT's Level 1

Explain the socio-psychological barriers of communication in relation to an organization. (5 marks)

Answer :

Please refer KZ - 3 and KZ - 4 on page no. 591 and 592

2012 - May [3] (c)

Based on BT's Level 1

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What do you understand by non-verbal communication? Explain its methods in brief. (4 marks)

Answer :

Non-verbal communication	Non-verbal communication is that communication which involves neither written nor spoken words but takes place without the use of words. In it we are concerned with such things as body movements, space, time voice tone/pitch, general characteristics of the environment colour, and any kind of audio or visual signals that the communications may use.
Kinesics	According to a scientific analysis, verbal communication accounts for 7%, bodily movement, gestures account for 55% and voice, tone etc. account for 38% of our total communication. Since bodily movement, gestures, etc. are so important for communication, they are being systematically studied as a sub-area of non-verbal communication. It has been termed as Kinesics. The word Kinesics literally means body movements. It stands for the way the body communicates without words, and through various movements of its parts.
Movements of Persons	All body movements, postures, gestures, etc. are guided by our thought processes, emotions etc. Our nodding of head, blinking of eyes, waving of hands and shrugging of our shoulders sends out signals and messages that speak louder than words. That is why it is called 'Body Language'. Just as languages use sets of symbols to convey meaning, our body too both consciously and un-consciously, knowingly and unknowingly carry messages, status relationships, moods warmth, indifference, etc. One has to infer these meanings from body symbols.
Para Language	Para' means 'like'. Para language literally means 'like language'. It is non-verbal communication which is closely related to verbal communication. It is non-

	<p>verbal communication because it does not comprise words. It is 'like' verbal communication because it is related to the way the words are spoken. Without it, words do not convey their intended meaning. While verbal communication consists of 'what' or the contents of words, paralanguage involves the 'how' of a speaker's voice or the ways in which the speaker speaks. Example of paralanguage is voice, word stress, etc.</p>		
<p>Space Language</p>	<p>Non-verbal communication involves not only body language and para language but also the space around us. Proxemics is the study of how we communicate with the space around us. The space here means the distance between the sender and receiver of the message in oral communication. This distance is called proximity .</p> <p>Edward T. Hall has done very useful and interesting work in this area. Placing ourselves in the center he has presented the space around us in the form of the following concentric circles :</p> <p>Distance wise it can be stated as below :</p> <p>Intimate: Physical contact to 18 inches Personal: 18 inches to 4 feet Social: 4 feet to 12 feet Public: 12 feet to as far as one can see or hear.</p>		
<p>Surrounding</p>	<p>Surroundings or physical environment speaks a language of its own. It is a vast area. Two important parts of surrounding are colour and layout. We get meaning from our surrounding.</p> <p>Similarly our choice of colour and design give signals to others</p> <table border="1" data-bbox="573 1619 1330 1736"> <tr> <td data-bbox="573 1619 800 1736"> <p>1. Colour</p> </td> <td data-bbox="800 1619 1330 1736"> <p>Colours have been used since long to convey meanings. There exists, what we may call a 'colour language'</p> </td> </tr> </table>	<p>1. Colour</p>	<p>Colours have been used since long to convey meanings. There exists, what we may call a 'colour language'</p>
<p>1. Colour</p>	<p>Colours have been used since long to convey meanings. There exists, what we may call a 'colour language'</p>		

	<p>Different colours are associated with different attitude, behavioural pattern and cultural background <i>for example</i> white – stands for peace and chastity. Pink, red, yellow, blue-represent cheerfulness. Black, gray is associated with sobre mood and negative feelings.</p> <p>Right choice of colours for our clothing, home and office interiors, decorations etc. helps in effective communication.</p>
	<p>2. Layout and Design</p> <p>The layout and design of an office projects the image of an organisation. A tastefully decorated office creates good impression. Thus the space arrangement of an office, the furniture and its colour design etc. are important in communication.</p>
<p>Time Language</p>	<p>Time language is another type of non-verbal communication. Under it people communicate with each other in terms of time by showing them in a sophisticated way, the worth of time. Time pervades our thinking and dominates our communication. All communication is meant to be suitably timed. Time management is now one of the most important part of overall management.</p>

2012 - May [5] (c) **Based on BT's Level 1, 3**
 Mr. X has received a cheque book from his bank (Sun Bank) where he (X) has his savings account. Write a letter to the Bank acknowledging the receipt of the cheque book. (4 marks)

Answer :
 The Manager,
 Sun Bank,
 Allahabad.

Date:

Dear Sir,

Subject: Acknowledgment of receipt of Cheque Book.

This is to bring to your kind notice that I have received a Cheque Book on 21st of this month. It contains 20 cheques bearing No. from 10121 to 10140 which I found to be correct.

Thanking you

Yours Faithfully

X

(A/c No.....)

2012 - Nov [1] {C} (d)

Based on BT's Level 1, 2 & 3

Explain clearly the different types of grapevine chains in an informal communication. (5 marks)

Answer:

Please refer 2008 - May [17] {C} (a) on page no. 563

2012 - Nov [7]

Based on BT's Level 4

Answer the following:

(d) State the advantages of formal communication. (4 marks)

Answer:

Please refer 2008 - Nov [17] {C} (a) on page no. 568

2013 - May [7]

Based on BT's Level 4, 5

Answer the following:

(a) State reasons for selecting "oral mode of communication". (4 marks)

Answer:

Please refer 2010 - Nov [7] (d) on page no. 575

2013 - Nov [2] (c)

Based on BT's Level 4

State the major advantages of formal communication. (4 marks)

Answer:

Please refer 2008 - Nov [17] {C} (a) on page no. 568

2013 - Nov [7]

Based on BT's Level 4, 5

Answer the following :

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(d) "Communication is the life blood of a business organisation." In this reference state the factors which have increased the importance of communication in the present business world. (4 marks)

Answer:

Please refer 2009 - May [17] {C} (a) on page no. 569

2014 - May [1] {C} (d) **Based on BT's Level 5, 6**

What important factors should be considered to make oral communication effective? (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 gives 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.
6.	Personal touch	Oral communication is personal in nature. It is this nature that brings superiors and subordinates closer. Thus, this factor has to be kept in mind.
7.	Proper listening	No oral communication can be effective without proper listening. Listening is a deliberate effort. Poor listening defeats the very purpose of communication.
8.	Eye contact	Eye contact is of paramount importance in oral communication. As eyes express the emotions like anger, fear, adamant, nervousness, etc.
9.	Kinesics	A person can make oral communication effective by closely following kinesics i.e. study of body movements. This is because people communicate more through body language than words.
10.	Feedback	Feedback makes communication a two way process, systematic use of feedback keeps to improve future messages.

2014 - May [2] (c)

Based on BT's Level 1, 2 & 3

Briefly explain the "Grapevine Chains" propounded by the experts in relation to informal way of communication. (4 marks)

Answer:

Please refer 2008 - May [17] {C} (a) on page no. 563

2014 - Nov [1] {C} (d) **Based on BT's Level 1**
 Prepare the detailed checklist for composing business message in an organization. (5 marks)

Answer:
 Please refer 2007 - Nov [20] on page no. 559

2014 - Nov [2] (c) **Based on BT's Level 1**
 Explain the term "Semantic Problems" as the source contributing towards noise factor. (4 marks)

Answer:
 Please refer 2011- Nov [7] (e) on page no. 581

2014 - Nov [7] **Based on BT's Level 1**
 Attempt the following:
 (d) What are "Socio-psychological Barriers" to effective communication? Explain. (4 marks)

Answer:
 Please refer KZ - 3 and KZ - 4 on page no. 591 and 592

2015 - May [1] {C} (d) **Based on BT's Level 5, 6**
 Explain the 'factors that lead to grapevine communication'. (5 marks)

Answer:

Factors leading to grapevine communication		
1.	Needs	Genuine need for people to communicate with Co-workers.
2.	Uncertainty	Feeling of uncertainty or lack of sense of direction when the organization is passing through a difficult period.
3.	Feeling of Inadequacy	Feeling of inadequacy or lack of self confidence on the part of the employee, leading to the formation of groups.
4.	Favoured group (coterie)	Formation of a coterie or favoured group by the manager, giving other employees a feeling of insecurity or isolation.

2015 - Nov [1] {C} (d)

Based on BT's Level 4, 5 & 6

State reasons for selecting oral mode of communications instead of written mode of communications. (5 marks)

Answer:

Please refer 2010 - Nov [7] (d) on page no. 575

2015 - Nov [4] (c)

Based on BT's Level 1

Prepare a check list for organizing the messages in a business firm as a job of composing business messages being assigned to you. (4 marks)

Answer:

Please refer 2007 - Nov [20] on page no. 559

2016 - May [6] (d)

Based on BT's Level 1

Explain the term 'Paralanguage' relating to non-verbal communication.

(4 marks)

Answer :

Please refer 2012 - May [3] (c) on page no. 582

2016 - Nov [2] (c)

Based on BT's Level 1

Explain the "Socio-psychological Barriers" to effective communication.

(4 marks)

Answer:

Please refer KZ-3 & 4 on page no. 591, 592

2016 - Nov [4] (c)

Based on BT's Level 1

Explain clearly the different type of grapevine chains in an Informal Communication. (4 marks)

Answer:

Please refer 2008 - May [17] {C} (a) on page no. 563

2017 - May [3] (c) What important factors should be considered to make oral communication effective? Explain in brief. (4 marks)

2017 - May [7] Answer the following:

(d) What are the major causes of inter-departmental communication problems? Explain giving suitable examples. (4 marks)

KZ - 3**Knowledge Zone****Socio- Psychological Barrier of Communication**

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, he receives it favourably. When the message is inconsistent with the receiver's attitude and opinions, it is 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.	Inattention	In attention arises due to mental preoccupations or distractions. These causes barriers to communication.

5.	Closed mind	A person with closed mind is not willing to listen and is not prepared to reconsider his opinion. As such it is very difficult to communicate with such person.
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KZ - 4**Knowledge Zone****Other Barriers of Communication :**

1.	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.
2.	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.
3	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.

KZ - 5**Knowledge Zone**

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

1.	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 so 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.
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2.	Incomplete message	Incomplete messages keep the receiver guessing. This creates misunderstanding and often delays action.
3.	Incorrect message	When incorrect message is communicated, wrong decisions are taken in light of incorrect message.
4.	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.
5.	Noise	Ineffective communication also results from noise. Noise acts as a major barrier to communication. Noise distracts the persons and incorrect message is conveyed.

KZ - 6	Knowledge Zone	
Written words have several added advantages over the spoken words which are		
1.	Permanent record for future reference	While written words provides a permanent record for future reference and serves as a good guide for decision making and planning in future, spoken words on the other hand may be forgotten over a period of time.
2.	Written messages can be read and re-read again and again.	Thus it is likely to be understood better. However oral messages are more likely to be misunderstood. The speaker due to his poor vocal expressions, may not be able to make himself clear and the listener may also be in-attentive.
3.	Precise and clear	People are more precise and clear cut when

	cut	they write rather than they speak. This is because written communication is normally penned down after proper planning. While in oral communication very often, the exact message to be conveyed is lost in a mass of words.
4.	Oral messages often gets distorted	This is more so in case of lengthy messages which when communicated through various level of hierarchy. Distortion of messages usually does not take place in case where messages are conveyed through written words.

Similarly Asked Questions*

No.	Category	Question	Marks	Frequency
1	Descriptive	State the major advantages of formal communication. 08 - Nov [17] {C} (a), 13 - Nov [2] (c)	5, 4	2 Times
2	Descriptive	"Importance of communication is increasing day-by-day in the business organisations." State the reasons for this increasing importance. 09 - May [17] {C} (a), 11 - May [5] (c)	5, 4	2 Times
3	Descriptive	Explain the socio-psychological barriers of communication in relation to an organization. 12 - May [1] {C} (d), 14 - Nov [7] (d)	5,4	2 Times

* This table contains the Similarly Asked Questions. Please pay more attention to such question.

2.586	■	Solved Scanner IPCC Gr. I Paper - 2C
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4.	Descriptive	<p>Explain clearly the different types of grapevine chains in an informal communication.</p> <p>08 - May [17] (a), 12 - Nov [1] {C} (d), 14 - May [2] (c), 16 - Nov [4] (c)</p>	5, 5, 4, 4	4 Times
5	Descriptive	<p>Answer the following: State reasons for selecting “oral mode of communication”.</p> <p>10 - Nov [7] (d), 13 - May [7] (a)</p>	4, 4	2 Times
6	Descriptive	<p>Explain the ‘factors that lead to grapevine communication’.</p> <p>11 - Nov [3] (c), 15 - May [1] {C} (d)</p>	4,5	2 Times

Table Showing Marks of Compulsory Questions										
Year	12	13	13	14	14	15	15	16	16	17
	N	M	N	M	N	M	N	M	N	M
Descriptive	5			5	5	5	5			
Total	5			5	5	5	5			