



# मुख्यमंत्री अभ्युदय योजना

## कम्युनिकेशन (CSAT)

# **COMMUNICATION**

**for**

**CSAT**

(Detailed Notes)

By : BHAWNA VIMAL  
DEPUTY COLLECTOR

# **CSAT**

# **COMMUNICATION**

## **Contents**

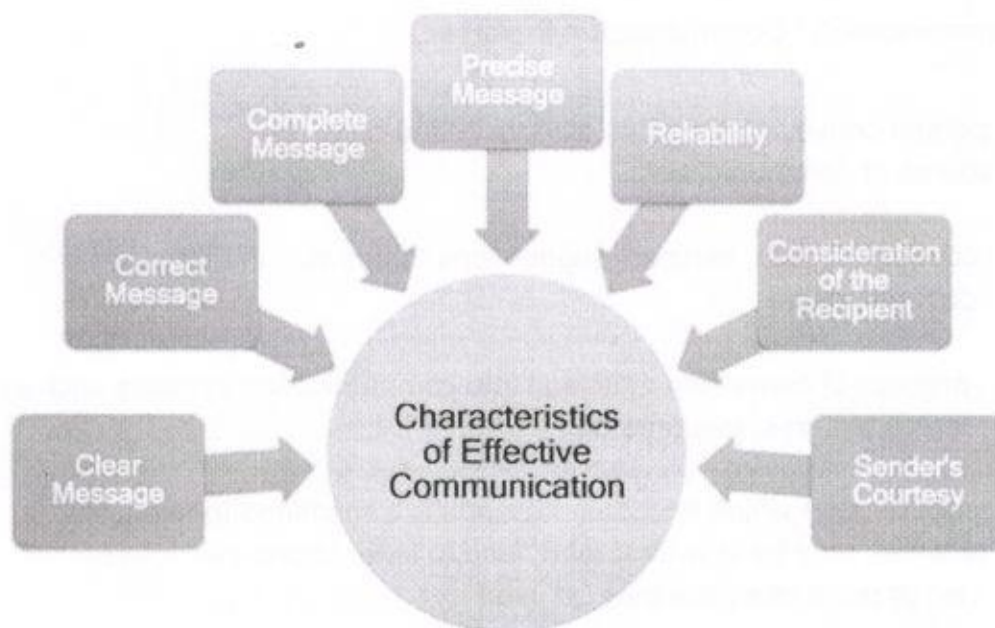
- Definition of communication
- Process of communication
- Importance of communication
- Channels of communication
- Barriers to communication
- Strategies to effective communication
- Important topics
- Practice questions and answers

# COMMUNICATION

- a process of exchange of ideas, views, facts, feelings etc.,
- Between two or more people
- Message
- Purpose to create common understanding between them
- Continuous process
- Written ,oral, gestural

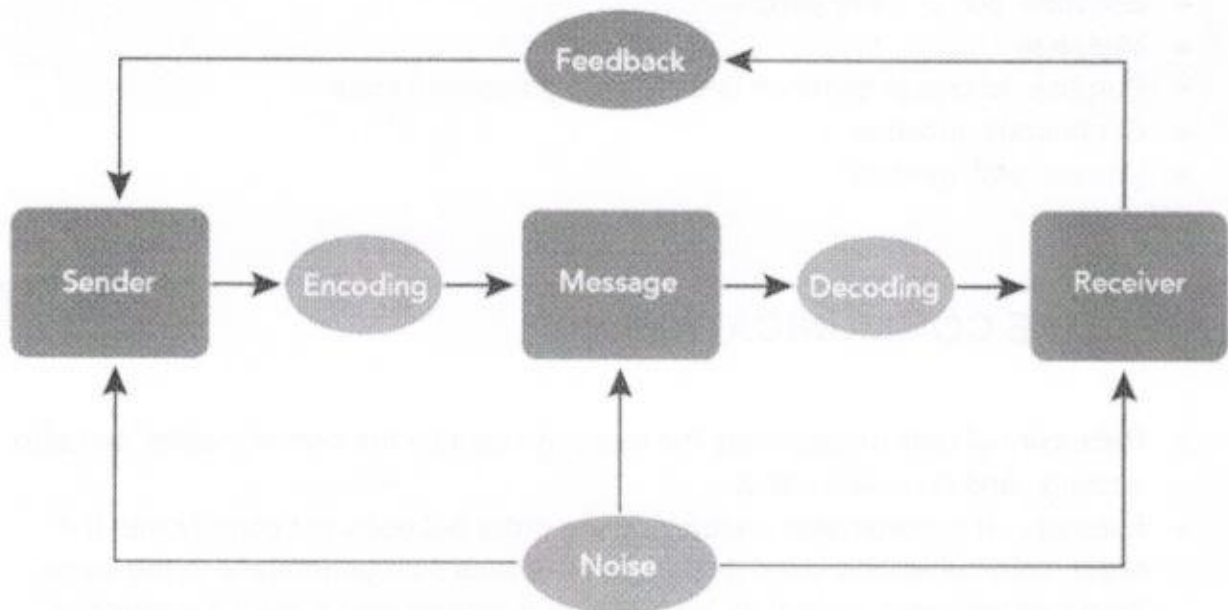
## **EFFECTIVE COMMUNICATION:-**

- Receiver not only understands the message sent by the communicator, but also accepts and complies with it.
- Example : If subordinates understand the order but does not comply with the order, communication failed its purpose whereas if he understand in the same sense as manager, accept as legitimate and comply with it, then it is effective communication.



## ELEMENTS OF COMMUNICATION

The elements involved in communication process are explained below:-



### Elements of communication / Communication Process

- (i) **Sender:** person conveying thoughts or ideas to the receiver.  
source of communication.
- (ii) **Message:** content of ideas, feelings, suggestions, order etc., intended to be communicated
- (iii) **Encoding:** process of converting message into communication symbols such as words, pictures, gestures etc
- (iv) **Media :** path through which encoded message is transmitted to receiver.  
channel may be in written form, face to face, phone call, internet etc.,  
Two or more channels may be used

- (v) **Decoding:** process of converting encoded symbols of the sender.
- (vi) **Receiver:** person receiving communication of the sender.
- (vii) **Feedback:** actions of receiver indicating that he has received and understood Message of sender.
- (viii) **Noise:** obstruction or hindrance to communication.  
hindrance may be caused to sender, message or receiver.  
Some examples of noise are:-
- (a) Ambiguous symbols that lead to faulty encoding.
  - (b) Poor telephone connection
  - (c) Inattentive receiver
  - (d) Faulty decoding
  - (e) Prejudices
  - (f) Gestures and postures

## IMPORTANCE OF COMMUNICATION

- Basis Of Coordination
- Basis Of Decision Making
- Increases Managerial Efficiency
- Effective Leadership
- Boosts Morale And Provides Motivation



# TYPES OF COMMUNICATION

## Interpersonal communication

- Exchange of information, ideas and feelings between two or more people through verbal or non-verbal methods.
- Example: face-to-face exchange of information, in a form of voice, facial expressions, body language and gestures.

## Types of interpersonal communication :-

### 1. Mass Communication

- imparting and exchanging information through mass media to large segments of the population
- Common communication channels in mass communication include television, radio, social media, and print media.
- Examples of mass communication include commercial advertising, public relations, journalism, and political campaigning

### 2. Dyadic communication



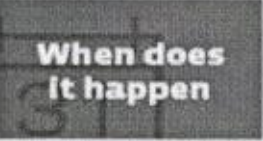

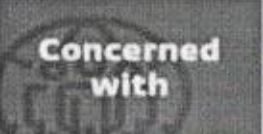
- verbal communication held face-to-face.
- communication between two individuals related to their mutual ideas, behavior, thoughts, perceptions, likes, dislikes etc
- Example : Communication between a husband and wife, a parent and child

### 3. Triadic communication

alternating dyadic exchanges where the third person tries, with inconsistent degrees of success, to become actively involved .

## Intrapersonal communication

- communication with one's self, and that may include self-talk, acts of imagination and visualization, and even recall and memory
- Example : self-discipline, delay of gratification, the ability to deal with and overcome distractions, and the ability to adjust one's strategy

	INTERPERSONAL COMMUNICATION	INTRAPERSONAL COMMUNICATION
 <b>Definition</b>	Referring to something that occurs between people	Referring to something that occurs within oneself
 <b>Who's Involved</b>	Two or more people	Just you
 <b>When does it happen</b>	When you want to communicate with others	When you want to plan, reflect, get closer to yourself
 <b>Media used</b>	Phone, Computer, TV, In-person, Letters	Mind, Diaries, Audio Recordings
 <b>Concerned with</b>	Exchange of ideas	Thought and analysis



# CHANNELS OF COMMUNICATION

Channel: path through which communication flows among its various members

Following are the major channels :-

## Downward communication

- Flows from higher level to lower levels in organisational hierarchy
- From superior to subordinates
- Exists in authoritarian atmosphere
- Used for organisational objectives strategies policies plans dose method at 17
- tool for motivating and influencing the behaviour of subordinates
- Include instructions speeches meetings telephone grapevine
- example memorandums letters handbooks pamphlets policy statements
- time consuming and leads to delay.

## Upward Communication

- Flows from lower levels to higher levels in the organisational hierarchy
- From subordinates to superiors
- Exist in democratic and participative organizational environment
- Improve communication effectiveness
- Feedback for the effectiveness of downward communication
- Chain of commands suggestions appeals grievance procedures complaint systems counseling group meetings
- Identify deviations to take corrective actions

## Lateral communication

- Horizontal flow of information
- communication on similar or same organisational levels
- promote teamwork and facilitates coordinated group effort
- less structured and informal compared to vertical communication.

- telephone calls, e-mails, memos, letters, informal discussions, videoconferencing

### Diagonal communication

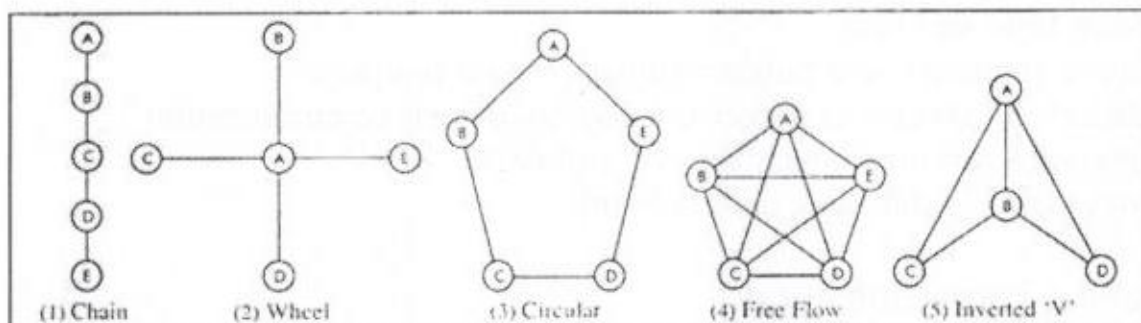
- Interchange of messages located at different levels of Hierarchy
- Outside the direct chain of command
- Bypasses the chain of command
- Leads to coordination and integration information flow
- Example line and staff communication

### Formal communication

- Communication flows through official channels designed in the organization chart.
- Between a superior and subordinate, a subordinate and superior or among same cadre employees or managers
- May be oral or written
- Formal communication may be further classified as – Vertical and Horizontal.

### Formal communication networks

Some of the popular formal communication networks are given below:-



Formal Communication Network

- (i) **Single chain:** communication flows from every superior to his subordinate through a single chain

- (ii) Wheel:** all subordinates under one superior communicate through him only as he acts as a hub of the wheel. subordinates are not allowed to talk among themselves.
- (iii) Circular:** communication moves in a circle. Each person can communicate with his adjoining two persons.  
communication flow is slow.
- (iv) Free flow:** each person can communicate with others freely. The free flow of communication is fast in this network.
- (v) Inverted V:** subordinate is allowed to communicate with his immediate superior as well as his superiors superior.

### Informal communication

- Communication that takes place without following the formal lines of communication
- Informal communication is generally referred to as the '**grapevine**' because it spreads throughout the organisation with its branches going out in all directions in utter disregard to the levels of authority.
- Arises due to social, personal and psychological needs of human being
- The grapevine/ informal communication spreads rapidly
- Save time and cost
- quick feedback and builds motivation and teamwork
- distorted, difficult to detect the source of such communication.
- generate rumours which are not authentic.
- may hamper the work environment.

### Grapevine communication

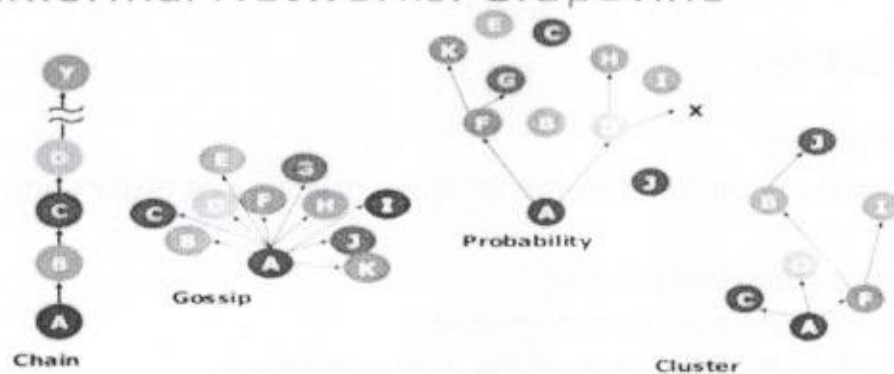
- form of informal communication.
- arises due to the co-existence of people.

- does not follow any prescribed or predetermined rule and spreads any information quickly.
- governed by social and personal relationships rather than officially recognized rules and formalities.
- not officially sanctioned by the organization.
- information flows horizontally, vertically or diagonally without following any set rule or regulation among the people within or outside the organization.
- passes opinions, suspicion, and rumors that generally do not move through formal channels
- By nature, channel of horizontal communication.
- found in all organizations.

## GRAPEVINE NETWORK

Grapevine communication may follow different types of network.:-

### Informal Networks: Grapevine



1. **Single strand network** : each person communicates to the other in sequence
2. **Gossip network**: each person communicates with all on a nonselective basis.
3. **Probability network**: an individual communicates randomly with another Individual.
4. **Cluster network**: the individual communicates with only those people whom he trusts. cluster is the most popular in organisations.



### Vertical communication

- Communication flows upwards or downwards through formal channels.
- Upward communication - communication from subordinate to superior
- Downward communication - communication from a superior to subordinate.
- Examples of upward communication are – application for grant of leave, submission of progress report, request for grants etc
- Examples of downward communication include – sending notice to employees to attend a meeting, ordering subordinates to complete an assigned work, passing on guidelines framed by top management to subordinates

### Horizontal communication

- Communication takes place between one division and another.
- Example, a production manager may contact marketing manager to discuss about schedule of product delivery, product design.

### Written communication

- Expressed on papers
- in forms of decisions policy statements rules procedures orders and instructions
- accurate precise clear and reliable
- provides legitimacy to the communication
- it may lead to delays, time-consuming and expensive
- no immediate feedback

### Oral communication

- Spoken or face to face interchange or over the telephone
- saves time provides personal touch and immediate feedback
- communication more effective
- more prone to distortion and rumours

- lacks legitimacy

### Non verbal communication

- Communication through gestures
- Expressed through facial expressions hand positions body movements, body language and the tone
- Provides feedback

### Types of nonverbal communication

#### Proxemics:-

- Study of how space is used in human interactions.
- For example, authority can be communicated by the height from which one person interacts with another.
- Distance maintained between people when they are communicating.

#### Kinesics:-

- Communication through body movements, such as gestures and facial expressions. I
- Non-verbal behavior using any part of the body- body language

#### Paralanguage:-

- Paralanguage is nonverbal communication, component of meta communication such as your tone, pitch or manner of speaking.
- Nonverbal means of communication, such as tone of voice, laughter, and, sometimes, gestures and facial expressions
- Example : pitch of your voice.

#### Chronemics-

- study of the use of time in nonverbal communication.
- Example :



**Monochronic People**

adhere strictly to plans

**Polychronic People**

change plans often and easily

**Chromatics:-**

- communication through the use of colours
- falls in category of non-verbal communication
- Example : colours of clothing product
- Types: monochromatic -using one color at a time
- Polychromatic -using multiple colours at a time

**Meta communication :-**

- Secondary communication about how a piece of information is meant to be interpreted.
- Based on the idea that the same message accompanied by different meta-communication can mean something entirely different, including its opposite, as in irony.

## **Strategies for improving communication effectiveness**

- Create an environment of trust and confidence
- Clear the objectives of communication
- Consult others before communicating:
- Be sensitive to communication situation
- Be sensitive to the receivers frame of reference
- Be aware of languages, tone and content of message
- Listen empathetically
- Ensure proper feedback
- Utilise feedback
- Utilise grapevine
- Follow up communications
- Be a good listener

## Practice questions

1. Cross departmental committees are the form of
  - I. Optimum communication
  - II. upward communication
  - III. downward communication
  - IV. lateral communication
  
2. In the communication process successful transfer of message can be checked through
  - I. Encoding
  - II. Medium
  - III. Feedback
  - IV passive decoding
  
3. Highest degree of communication openness is found in
  - I. Informal communication
  - II. Meta communication
  - III. Direct communication
  - IV. Indirect communication
  
4. Proxemics is related to
  - I. Neutral communication
  - II. Uni- directional communication

III. Verbal communication

IV. Nonverbal communication

5. Communication through gesture is related to

I. Kinesics

II. Proxemics

III. Paralanguage

IV. Nonverbal behaviour

Answers:-

1. IV

2. III

3. II

4. IV

5. I.