

According to William Scott, "Administrative communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of elicit actions which will accomplish organisational goals."

This definition emphasises four imp' points

1. The process of com' involves the com' of ideas.
2. The ideas should be accurately replicated (reproduced) in the receiver's mind i.e. the receiver should get exactly the same ideas as were transmitted. If there is process of com' is perfect, there will be no dilution, exaggeration, or distortion of the ideas.
3. The transmitter is assured of the accurate replication of the ideas by feedback.
4. The purpose of all com' is to elicit action.

The Communication Cycle Situation

The com' cycle is said to exist when

1. there is a person (sender or transmitter) desirous of passing on some information;
 2. there is another person (receiver) to whom the information is to be passed on.
 3. the receiver partly or wholly understands the message passed on to him.
- the receiver responds to the message i.e. there is some kind of feedback.

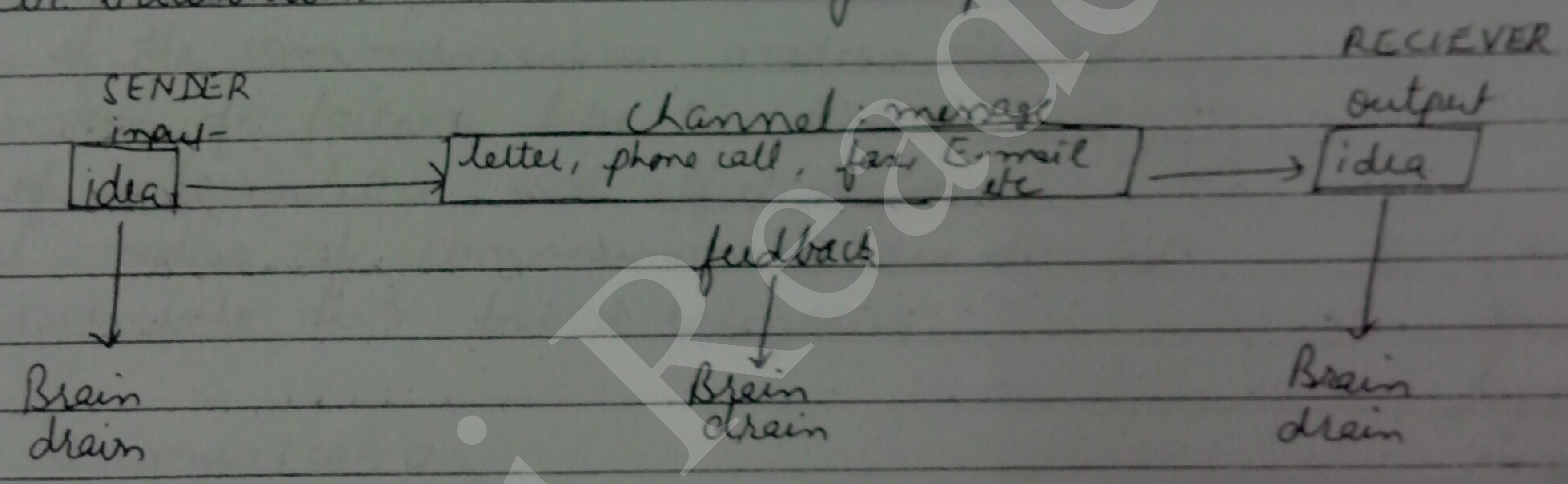
The com' situation cannot exist in the absence of any of the four components. eg if a Hindi-speaking person addresses a Tamil-speaking person in Hindi, the com' situation does not exist, for though there is a person desirous of sending a message, the message is not understood and consequently there is no feedback.

The Communication Cycle

The transmission of the sender's ideas

to the receiver and the receiver's feedback or reaction to the sender constitute the communication cycle. The main steps of this cycle are as follows.

1. Input: the information or ideas the sender wants to give to the receiver.
2. Channel: letter, fax, phone call, e-mail etc.
3. Message: the actual message that is sent.
4. Output: the inf' that receiver gets.
5. Feedback: the receiver's response (or non-response) to the message.
6. Brain drain: the possibility of misunderstanding at any step (or breakdown).



Communication Process

Comm. is therefore a complex concept. It does not end with the mere transmission of a message or an information or ideas, by the sender or the understanding of or feeling of the receiver but with the receiver striking the right string for the intended result. Effective communication is fundamental to success in every organization. A systematic plan must therefore be implemented pertaining to various actions involving communication by co-ordinating all compartments for achieving a particular objective in cohesive and effective management.

The individuals who have to accomplish a task of effective management at different levels and stages

have to initiate and undertake the right kind of communication at the appropriate time. It is the right and just communication that stimulates the members of a firm to implement the organizational plans willingly and enthusiastically. The process of com' is affected by the backgrounds, experiences, objectives and aspirations that both the sender and receiver have in communication in any organization.

Messages may be transmitted through various channels, face to face conversation, telephone conversations, audio-visual channel like radio and television and written channels like books, articles and letters.

Different Medias of Communication

The choice of the communication medias depends upon number of factors like the desired speed, amount of information, cost effectiveness etc.

The formal medias of communication are divided and discussed into two broad categories.

(A) Oral communication

(B) Written communication

(A) Oral communication

Oral communication is vital for any business, social or political organisation. Whatever the form it may assume, it occurs through spoken words, through speech either face to face or via phone, teleconferencing, public address systems etc.

Advantages of Oral Communication

Immediate Clarification - In oral communication

the communicator can immediately clarify the message if the receiver has any doubt about the message. This is not possible in written communication which requires certain time for feedback.

3. Speedy - Oral communication, whether face to face or via telephone or any other oral mode is speedy. Unlike written communication it does not require time to be spent on dictating, drafting, printing, proof reading, revising and recopying.

3. Less Formal - Oral communication is less formal as compared with written communication.

4. Suitable for emergency - As it is speedy, it is suitable for conveying emergency message.

5. Group communication - Through oral communication group communication is possible. Therefore this type of communication is most used in conferences, meetings and seminars where different persons persons can interact with each other.

6. Personal Quality - Through oral communication effective impact can be made on the receiver through personal good quality and influence of the personality. Such advantage is not possible or less possible in case of written communication.

Disadvantages of Oral communication

It has following disadvantages.

1. No record :- Since there is no documentary record

(6)

of the oral communication, it does not become legal evidence. It can be used for future or legal reference, if it is tape-recorded. But it is not possible in every case.

2. Lengthy message - If the message is lengthy the chances of its misunderstanding or forgetting are very high. Lengthy messages usually fail to retain listener's attention, as a result communication failures occur.

3. Distortions - In the oral communication, the effectiveness of the message may be lost because of distortion, filtering or colouring of the information either deliberately or based on the receiver's perception and interpretation.

4. Speaker's ineffectiveness - Speaker's inability and ineffectiveness adversely affect the creation and retention of the listener's interest.

Oral communication can take place through any of the following methods

1. Face to Face
2. Teleconferencing
3. Skype or Web Interaction
4. Telephone / Mobiles

Each of the above methods have their merits and demerits.

Written Communication

Written communication includes written words, graphs, charts, reports, diagrams, pictures etc. It comes in a variety of forms like letters, memos, bulletins, reports etc. The most commonly used methods are:

1. Letters/Memos/Reports
2. E-mails
3. Facsimiles (Fax)

Advantages of Written Communication

Permanent Records - Written communication has the advantage of being stored for future reference or legal document. Therefore policy matters, procedural instructions and confidential ~~org~~ orders are communicated in written. Even if the receiver forgets the message, he can refer to the files, where written records are preserved.

Easier to Understand - It is easier to understand as it allows ample ~~speed~~ time to the reader to read at ~~his~~ leisure, analyse and think about the message. Therefore, lengthy and large messages are usually communicated through written records.

Can be composed in Advance - It can be composed in advance. The sender can ponder and re-consider the content and can accordingly ~~revise~~ or change the words.

4. Accuracy - Written communications are less ~~prone~~ prone to errors as they are organised more carefully.

than the spoken messages.

5. Wide access - Written messages, being frequently circulated, have wide access to the employees. This is not possible in case of oral communication.

Disadvantages

1. Time consuming Process :- Written communication involves time in writing, rewriting, and proof reading. Not only does it take time in drafting and producing the matter, but also takes time to reach the receiver.

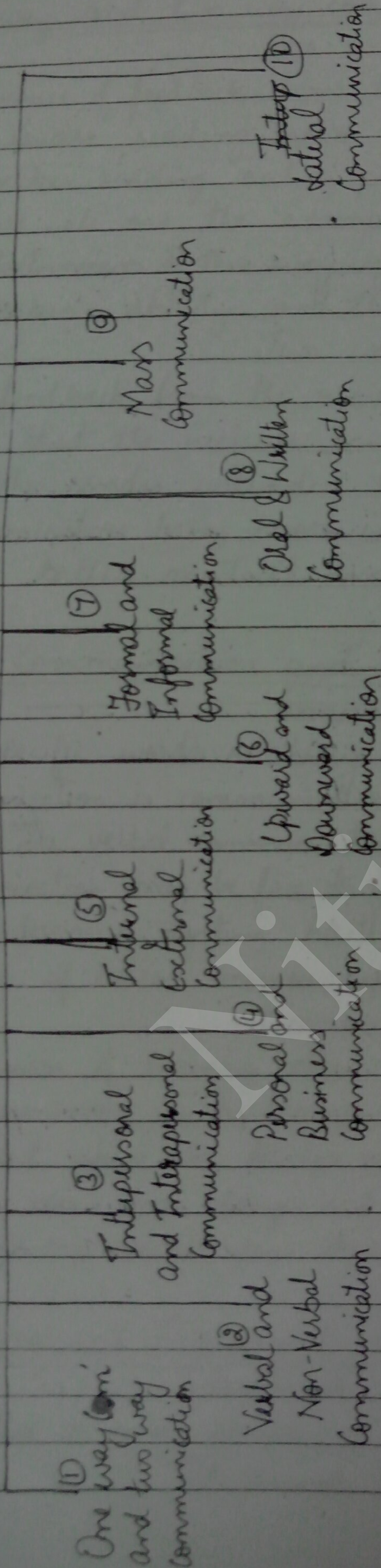
2. Not suitable for illiterate - Written communication is not suitable for illiterate people as they cannot read or write.

3. Formalism - Written communication is more formal and rigid than oral communication.

4. Immediate feedback not possible - Unlike oral communication, in written communication immediate instantaneous feedback is not possible.

Classification of Communication

Types



1. One way communication and two way communication
2. Verbal and Non-verbal communication
3. Intrapersonal and Interpersonal communication
4. Personal and Business communication
5. Internal and External communication
6. Upward and Downward communication
7. Formal and Informal communication
8. Oral and Written communication
9. Mass communication
10. Lateral communication

1. One way and two way communication

One way communication is characterised by absence of feedback from the receiver to the sender. The news reader reading news on the television set or radio, the speaker reading out a pre-planned message to the audience, etc are the examples of one way communication. The effectiveness of this way of communication depends upon the speaker's ability and the receiver's listening skills.

Two way communication involves active feedback from the receiver to the sender to ensure that the receiver has understood the same message which the sender intended to convey. This form of communication being more interactive and interpersonal allows better mutual understanding.

dialogue
the in
turne
On th
the
of th

4. Person

ration
in a
It ta
infor
comm
perso

2. Verbal Communication and Non-verbal communication

Communication can be through direct and specific words or through body movements. Verbal communication is communication through spoken or written words. This verbal communication can be oral or written. Oral communication may be face to face, or by telephone or by video conferencing system. Written communication can take the form of letters, memos, reports etc.

Non-verbal communication means transmission of meaning other than oral or written words. This transmission can be through facial expression, body posture, eye contact, silence etc. Studies reveal that non-verbal communication is much more stronger and 65% of human communication is through non-verbal cues than through written or spoken words.

e-m
shou
indu
takes
amon
orga
emp
Some
Com
abi
we
orga

Interpersonal and Intrapersonal communication

Interpersonal communication is communication among two or more persons.

Intrapersonal communication is internal

5. Int

orga
gre
It

(11)

dialogue also called monologue, occurring within the mind of the individual. If the individual's mind is in trouble and turmoil, the message will be unclear, vague and confused. On the other hand, if the mind is silent and still, the interior monologue will become clear and perceptions of the individuals will be more broad and wide.

4. Personal and Business Communication.

Personal communication concerns communication that takes place between any two individuals, be it in a family, group, community or even an organization. It takes place in an individual capacity and is characterized by informality. There is an element of privacy in all such communications. It can take the form of personal letters, personal telephone calls, conversations, one to one meetings or e-mail. It is private in nature and there is nothing official about it. Private and confidential conversation between two individuals is also referred to as a *tête-à-tête*.

Business communication on the other hand takes place to further the goals of the business. It takes place among business entities, in markets and market places, within organizations and between various groups of employees, owners and employees etc. All such communication impacts business. Done with care, such communication can promote business interests. Communication is the vehicle on which the business moves. The ability of the communicator to communicate effectively - verbally, non-verbally and in writing is a prerequisite for organizational and business related success.

5. Internal and External Communication

Internal communication takes place within the organization or group - among people within, among different groups of employees and between employers and employees. It could be oral or written, visual or audio-visual, formal

or informal and upward or downward. Internal communication serves to inform, instruct, educate, develop, motivate, persuade or direct people in the organization.

Unlike internal communication, external communication flows outward. It addresses people outside the organization, like the prospective customers, competitors, public, press, media and the government. External communication can take place in various ways and through different channels. Letters, notices, brochures, demonstrations, press releases, press conferences, product launch events etc are all examples of external communication. It is important to note that the external agency or person targeted through such communication, quite often forms an image or impression based on such communication and it is therefore very necessary that adequate care is taken in making it clear, intelligible and appealing.

6. Upward and Downward Communication

Large organisations have different hierarchical levels. The process of communication to be effective, should encompass all these levels. Upward communication is one which moves upward i.e. from bottom to top levels in the hierarchy.

Any communications that moves from employees to supervisors, supervisors to managers, managers to executives, regional managers to the general manager and so on, may be categorized as upward communication. Employee suggestions, market reports, performance reports, feedback on new products and requests for facilities or instructions are all examples of upward communication.

On the other hand downward communication moves from top to the bottom i.e. from the CEO downwards. It travels through senior executives to junior level. Corporate goals, business priorities, motivational letters, work related instructions, newsletters, letters from the CEO/General Manager's desk are all

13

typical examples of downward communication.

4. Formal and Informal Communication

Formal communication is the communication structured on the basis of hierarchy, authority and accountability. Departmental meetings, conferences, circulars, company news, interviews etc are examples of formal communication.

Informal communication is relatively less structured and spontaneous communication arising out of day to day routine and meetings among peers. Examples of informal communication are conversation at lunch or tea, talks at social gathering, gossips, rumours etc.

8. Oral and Written Communication

Oral communication refers to the spoken word. Oral communication plays a vital role in everyday life, both for individuals and organizations. It is indeed, the most commonly used method of communication both at the social level and at the top organisational level.

Direct person to person communication plays a very useful role in any organization, essentially in work situations, where there are employer-employee, superior-subordinate interactions. Oral communication is a speedy two way process. The message conveyed through oral communication is instantaneous. The messages can travel back and forth without any loss of time. It is possible for the receiver of the message to respond immediately to the sender making the process highly interactive. Moreover it can be supplemented and complimented. Moreover it can be supplemented and by non-verbal communication for greater impact.

Written communication is another powerful method of communication. The power of writing

is eloquently expressed in the saying "The pen is mightier than the sword". Written communication has come to acquire great significance in the lives of individuals as well as business organisations. It reaches across vast geographic areas and targets readers around the world. Written communication invariably creates a record that be preserved over time. Letters, memos, contracts, agreements, documents, reports and the like often carry time value and need to be stored and preserved. Compared to oral communication, written communication is less interactive but it creates a record and cannot be preserved.

9. Mass Communication

Mass communication is distinctive in view of its scale. Essentially, it addresses a large mass of people. Public speaking, newspapers, magazines and journals, radio, televisions, dotcoms etc are channels of mass communication. Mass communication has developed into a specialized area of study. Each of these areas or channels calls for distinct skills. By its very nature, mass communication addresses a vast, well spread out and heterogeneous group of people and as such special efforts will have to be made to sustain their interest and achieve the desired response. At the government level too, there is often a separate ministry or department of mass communication to deal with this functional area. Main branches of study relating to mass communication are public relations, advertising and publicity, journalism and digital media.

10. Lateral Communication

Lateral communication generally takes place in an organization and is neither upward nor downward. It proceeds in a horizontal manner and

takes place among equals and at par level.

It may also be described as par level communication. Any communication that takes place orally or in writing, from one branch head to the other, from one division head to the other, from one group head to the other, may be described as lateral communication. An important point worth noting in any such lateral communication is that there is not much difference in terms of the hierarchical levels or positions of the sender and the receiver.

NijReader

Definition & Nature of Communication

(16)

The word 'communication' has been derived from the Latin word 'communis' which means common, consequently it implies that the communication is common understanding through communion of minds and hearts. The most common medium of communication is language. While speaking we often resort to physical gestures. We wave our hands, shrug our shoulders, smile and nod to re-affirm what we say. Besides, there are several other means of communication.

Definitions

Communication is an exchange of facts, ideas, opinions or emotions by two or more persons.

W.H. Newman & Sturges

Communication may be broadly defined as the process of meaningful interaction among human beings. More significantly it is the process by which meanings are perceived and understanding is reached among human beings.

D.E. McPoulton

The careful and critical study of above definitions reveals the following important features of communication.

1. Communication is unavoidable: Communication is always an existing and unavoidable phenomenon. Not to talk of

expressions, positive gestures and other behavioural ways,
silence also conveys lot about the person's attitude.

(17)

Continuous Process - Communication is a continuous process, incorporating various events and activities that are inter-related and interdependent.

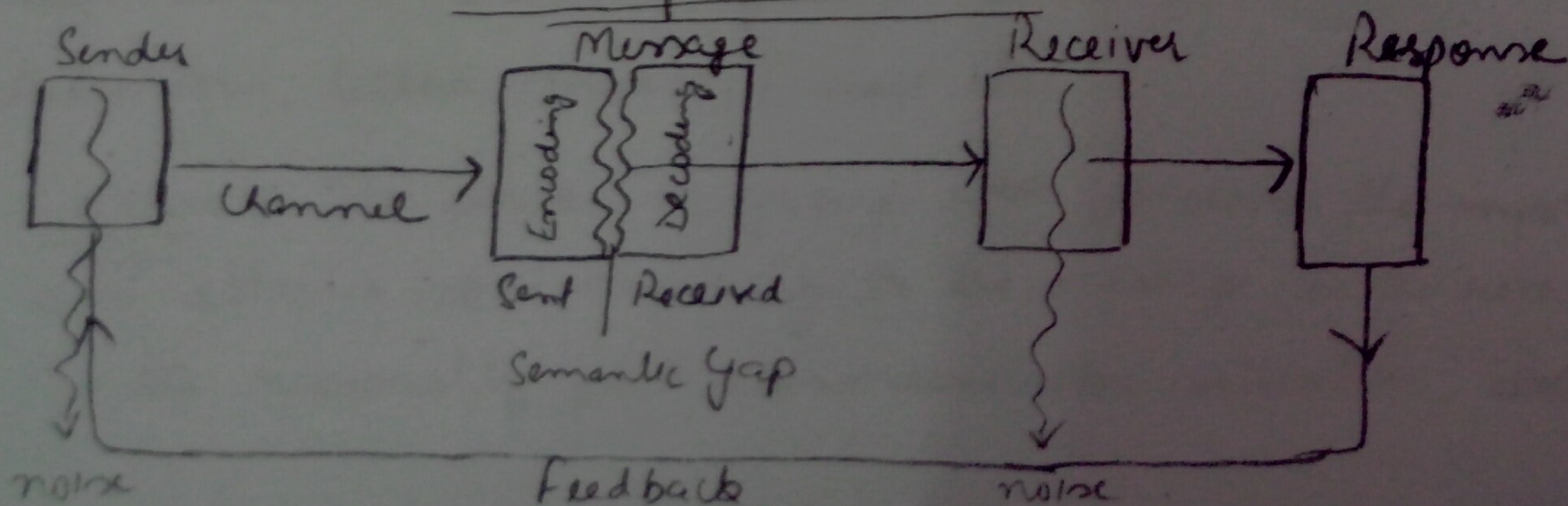
3. Two way traffic:- Communication is not complete unless the receiver has understood the message, there should be some sort of feedback. Thus the communication is two way and not the one-way traffic.

4. The role of perception - Human perceptions through our sense organs play a dominant role in the communication process.

5. Universal:- Communication is a universal phenomenon.

6. Social Process:- Communication is a social process as it enables everyone in the society to satisfy his basic needs and desires through exchange of written, spoken or non-verbal message. It is through communication that two or more persons interact and influence each other and consequently bridge the gap in their understanding.

Process of Communication



Communication Process Models

3

Communication process is concerned with sharing and understanding of information. It consists of a few elements explained below. (18)

1. Sender:- The communication process starts with the sender, person or group who wants to transmit the message to other person or group.
2. Message:- The physical form of the idea or information conveyed which can be understood through receiver's sensory receptors (hearing, seeing, smelling, feeling, touching). Messages are not the meanings but indicative of meanings. Meaning lies in the receiver's mind not in the message.
3. Encoding:- Encoding is putting the meaning of the message into appropriate words, symbols, gestures or other form of expression for the purpose of sending an intentional message.
4. Channel:- Channel or medium is the method or vehicle used to transmit the message. For business communication, commonly used channels are telephones, letters, memos, E-mail etc.
5. Receiver:- The person or group who perceives the message and attaches some meaning to the message, is the receiver. In the reasonably good communication situation, it is

intended message is received by the receiver. But in a imperfect situation, it is possible that the delivered message may be buried under heaps of paper lying on the recipient's desk, or oral message may be forgotten by the listener.

(19)

6 Decoding:- Even if message is received, it is possible that it is not understood in the same sense and spirit, as the sender intended it to be, because the receiver decodes it differently. Decoding means attaching meaning to the message. Meanings are already in the receiver's mind, not in the message. The more the sender's message corresponds with the receiver's understanding, the more effective the communication will be.

7 Feedback: Feedback is the reversal of the communication process in which the receiver expresses the response of the sender's message. The response or reaction may be smiles, sighs, or may be asking question or telling further explanation or affirmation.