Lecture - 17
Communication (Cont.,)

Namaskar. Welcome back again to our discussion on the topic, 'Communication'. In the previous lecture, we have spoken about communication; the meaning of communication; the definition; the importance of communication in our personal lives; the importance of communication in organizations; we have also discussed the process of communication, and the 7 C's of communication.

Continuing with the same, we will now move to Lecture II, on the same topic, Communication and we will be discussing the Taxonomy of communication, and we shall also be talking about the Principles of communication.

(Refer Slide Time: 01:08).

So, to start with in this particular lecture, we will talk about the Taxonomy of communication types, and we will be talking about the Principles of communication**.**

(Refer Slide Time: 01:18)

So, when we talk about the taxonomy, we see that there are different ways in which the communication types have been classified. They have been classified as verbal and non-verbal communication. I told you about verbal and non-verbal communication in the previous lecture as well. Communication types have also been classified as vertical communication, horizontal communication and lateral communication. This is more in the context of organizations where vertical communication happens as downward communication or upward communication, and then there is horizontal or lateral communication also that takes place, very specific to the organization structure. And another way of classifying communication types is internal and external communication. And then we have another type of classification which is formal and informal communication. I also made mention of formal and informal communication with you in the previous lecture. We shall be taking the discussion forward. And then we also classify communication types as interpersonal communication, group communication and organizational communication. So, these are different formats or, you know, actually on the basis of which, communication types can be classified, and that is why we refer to it as the Taxonomy of communication types. So, let us start with the first which is verbal and non-verbal communication.
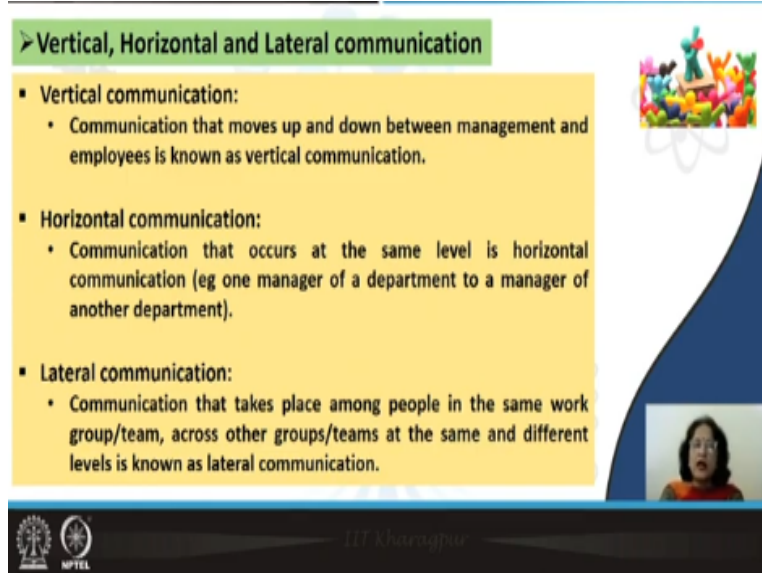
(Refer Slide Time: 02:43)

So, verbal communication and non-verbal communication. As you would remember or recall from our discussion in the previous lecture, a message when it is encoded, when it is to be transmitted through a channel, it could be done so either verbally or non-verbally. So, verbal communication is actually communication that takes place either in oral form or in written form through words, and the message is transmitted or exchanged verbally, or in a written manner via letters, emails, reports, memos, notes, etcetera. So, that is what we mean by verbal communication. Of course, we will discuss the oral and written formats a little more in the subsequent slides. And when we talk of non-verbal communication, we are essentially talking of body language and kinesics; gestures, head movements, posture, eye contact, facial expressions -all that comes as a part of the non-verbal communication.

So, we will be discussing verbal and non-verbal communication a little more. I will repeat here that these are ways in which a message will be encoded to be finally transmitted through the channel.

(Refer Slide Time: 04:02)

> ➤ **Vertical, Horizontal and Lateral communication**
>
> - **Vertical communication:**
>   - Communication that moves up and down between management and employees is known as vertical communication.
>
> - **Horizontal communication:**
>   - Communication that occurs at the same level is horizontal communication (eg one manager of a department to a manager of another department).
>
> - **Lateral communication:**
>   - Communication that takes place among people in the same work group/team, across other groups/teams at the same and different levels is known as lateral communication.

So, in our next lecture, we will be discussing about verbal and non-verbal in a little more detail, and at the moment let us move into the second communication type taxonomy which is vertical, horizontal and lateral communication. Now, what is vertical communication? Communication that moves up and down between management and employees is vertical communication, which means that you have the organization structure; and any communication that moves from top to bottom, or from bottom to up either as downwards or as upwards, is actually vertical communication. So, it moves up and down the different levels in the management hierarchy. So, a superior giving instructions to the subordinates or assigning tasks to the subordinates or, you know, specifying policies and procedures which are again going to come from the top middle management to lower management - all that becomes a part of the downward communication. Upward communication happens when the same flows take place from bottom to up, in the form of feedback, in the form of grievances, in the form of, you know, sharing of information, from the lower to the upper levels. So, that is what is the upwards communication. So, both downward and upward communication, is actually vertical communication.

Now, the second is horizontal communication. Horizontal communication is the one that occurs at the same level, like for example, one supervisor of machine A to supervisor machine B, or it could be say a manager in one department to a manager of another department in the same organization. So, it is at the same level, and that is why we refer to it as horizontal communication. It occurs at the same level. And then we have lateral communication which

takes place among people in the same work group or team or across groups; and teams at the same, and at different levels, like for example, the Assistant Manager Production communicating with Manager Sales or a Manager Production communicating with, you know, the Assistant Manager R&D, is something which is going to be from one department to another department, and across the levels of hierarchy. So, that is what we refer to as lateral communication. Again, we will be discussing these formats in the next lectures as well.

(Refer Slide Time: 06:34)

The third is what we refer to as internal and external communication. Now the communication Now the that occurs between managers, employees etcetera, either as individuals or as teams or as a group, is internal communication. It happens within the organization. So, for example, memos and reports in the organization, organizational announcements - all that is a part of communication that happens within the organization, between employees, between superiors-subordinates, or between subordinates-superiors, between different departments. So, communication is happening within the organization. So, that is what we refer to as internal communication.

We also have something called external communication. Now, communication that occurs between a company or an organization and the external stakeholders; external stakeholders here, could be customers, could be government bodies, could be policymakers, could be the press, could be other companies in the same industry – so all that is a part of external communication.

So, it could be in the form of press releases, it could be in the form of public relations, it could be in the form of the minutes of your board meetings or annual general meeting. So, all that is a part of external communication. So, communication that occurs between the company and the customers or external stakeholders, be those stakeholders government, policymakers, shareholders - all that is a part of external communication, which will come as press releases or it could also be in the form of public relations exercises, or it could be in the form of minutes of your board meeting, annual general meeting etcetera. So, that is external communication.

(Refer Slide Time: 08:20)

Then, we come to formal and informal communication. Now I made mention of formal and informal communication in my previous lecture as well. So, communication that occurs within prescribed channels in the organization, and something which is established, approved very official is known as formal communication. So, communication that is officially prescribed, established, approved and something which occurs within prescribed and well-defined channel flows in the organization, is actually formal communication. So, it occurs within prescribed channels in the organization. Superiors-subordinates or subordinates-superiors, between different levels, between different departments, again in the form of memos, reports, instructions, guidelines, policies, procedures - So, that is all a part of formal communication, and communication flows through very well-defined paths or flows or channels, very well-described, very well-prescribed channels in the organization. So, that is what we refer to as formal communication. On the other hand, we also have informal communication, which happens

between people and occurs very spontaneously. It is unofficial, informal, not within prescribed channels in the organization structure; does not go by authority-responsibility relationships, and it happens irrespective of the different levels in the management hierarchy, all that is informal communication. So, it does not follow a prescribed channel flow. It does not follow a prescribed channel of flow of communication, and it is something which is unofficial, spontaneous, created without any thought; absolutely unstructured. and free flow. It can happen anywhere - upwards, downwards, laterally, vertically, horizontally across organizations, and there is no prescribed channel as such. It is just free flow.

So, that is informal communication. Both formal and informal communications have networks. We will be talking about those networks, and those flows in the subsequent lectures.

(Refer Slide Time: 10:54)

Thereafter, we have interpersonal, group and organizational communication. Now, what is interpersonal communication? Interpersonal communication is communication that happens between two people. So, that is interpersonal. When communication happens between two or more persons, and/or departments, and/or groups and/or teams, it is termed as group communication. And when communication happens both internally in the organization as well as externally to stakeholders, it is organizational communication. So, another type of classifying communication types in the taxonomy, interpersonal group and organizational communication. So, when communication happens between two people it is interpersonal communication. When

it happens, you know, between two or more persons in a group, in a team, or in different departments, it is across departments, it is group communication. So, people are communicating as few, in a group or one department and another department or one team and another team. So, one group is communicating with another group. The other group could be a team, could be a department. So that is group communication. And then when communication happens across the organization internally or externally with stakeholders, we call it organizational communication.

(Refer Slide Time: 12:08)
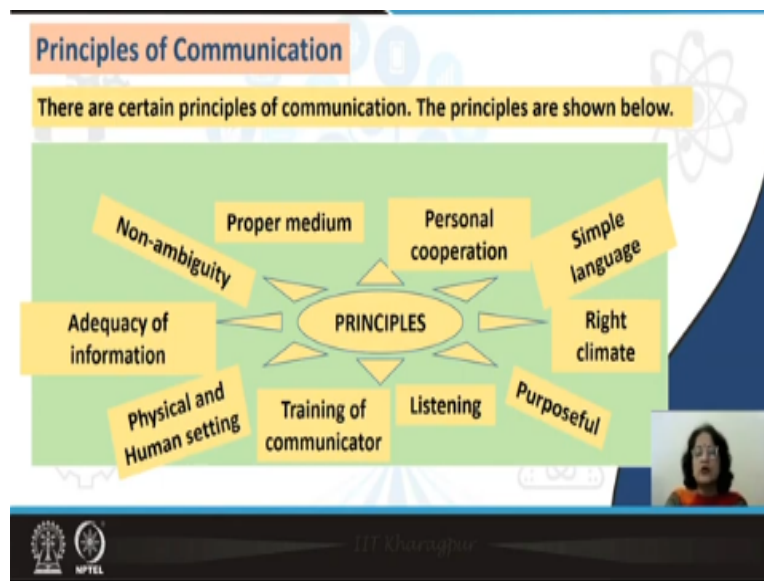
So, these are different types of, you know, classifying communication. Verbal, non-verbal, formal, informal, external, internal and, you know, as I just said interpersonal, group and organizational, and so, you have these different types of, you know, different types, in which communication can be classified.

Now, we come to the Principles of communication. So, there are certain principles of effective communication. These are shown in the figure if you see here. There is principle of proper medium; principle of personal cooperation; principle of simple language; principle of right climate; principle of being purposeful; principle of listening; principle of training of communicator; principle of human and physical setting; principle of adequacy of information; and principle of non-ambiguity. So, we will be discussing these principles one by one.

(Refer Slide Time: 13:14)

So, first is principle of simple language. Now, in the previous lecture, I had spoken to you about the sender and the receiver and a channel. The sender has something which he wants to convey to the receiver, and he must encode it in a manner in which it is going to be easily comprehensible and understandable by the receiver. And so, it is very very important that the language of communication, is simple and easy to understand. While the encoding is own, the sender must keep in mind that he must frame the message in as simple as possible manner. Sentences should be short, crisp, precise; easy language, you know, a language which would be easily understandable by the receiver; and then also make sure that the message is simple and easy to understand. Letters, words symbols, sentences - whatever is being used is simple and easy to understand, you know; absolutely clear so that the receiver doesn't have a problem in decoding the message and the receiver can decode properly and proper understanding can take place.

So, the language of communication should be very simple and easy to understand. And the sender must ensure that he encodes it in as simple as possible manner with use of simple language; easily, you know, easily comprehensible words and sentences; and technical jargons and terms should be avoided; If they are used, then there must be a mechanism so that the receiver can understand those terms and jargons; and also ensure that whatever language, sentences, are being used, are easy to understand.

So, if it is an oral dialogue, the conversation, or if it is a written message, the text of the message - must be in very familiar words; in short and crisp sentences so that when the receiver is decoding the message, it can be done easily; and he would be able to understand the message fully. So, it is very important that the principle of simple language is actually adhered to.

The second principle is principle of non-ambiguity. Now, this relates to the first principle. When your message is simple, it will be free from ambiguity. So, the communicator should be clear about the objective, or the purpose of his communication. He/she must clearly know, very carefully, very clearly they must know, that what do they want to convey. What is the message? What is my objective? What should I be conveying? He must know or she must know the purpose of communication and must frame non-ambiguous messages. Non-ambiguous messages will automatically be framed if the language that you are using is simple. So, that is why I said that the principle of non ambiguity comes from the principle of simple language, that when you actually frame a message in simple language, your message will be free from ambiguity. So, you should ensure that your message is non-ambiguous. The message, whether expressed via spoken words through a conversation or expressed via written means, as a text of the message must be free from ambiguity. It must be absolutely free from ambiguity. The messages must be non-ambiguous and must be expressed in a simple language.

(Refer Slide Time: 17:06)

The third is principle of proper medium of communication. So, we have discussed that there are various channels of communication verbal, non-verbal. Verbal has, you know, the oral and the written. We have discussed that channels can be personal, face-to-face, or they can be non-personal. Whatever medium or whatever channel you use, it is very important that the communicator should select the appropriate channel. Now, while selecting the appropriate channel, they have to keep in mind certain things. If you remember, in the previous lecture, I spoke about channel richness. I told you that every channel has its strengths and weaknesses; they have their advantages and disadvantages. And every channel differs in its ability to transmit messages. Channels differ in their ability to transmit messages.

And while you are using a channel, you must keep certain things in mind. I spoke to about this in the context of channel richness, if you recall. We will be discussing channel richness later. But, as a recap, I can say that because channels differ in their ability to transmit messages, we must keep in mind the fact that we need to choose a particular channel, which will suit our purpose of communication or which will help us transmit the message or convey the information in the best possible manner.

So, the communicator has to select an appropriate channel, and he must keep in mind certain things because every channel has its advantages and disadvantages. But because of the fact that the channels differ in their ability to transmit messages, because of the fact that there is this concept of channel richness, the communicator must be very careful in selecting an appropriate channel. And for that he must keep in mind certain things. The first thing that he must keep in mind is the message length, the message complexity and the confidentiality associated with the message. So, the nature of the message is very, very important. So, the first thing that the communicator has to keep in mind while selecting a channel is the nature of the message. How long is the message, how complex it is, the confidentiality that must be maintained with respect to the message. So, this is an important factor that needs to be taken care off while deciding on which channel to use. Whether personal or non-personal or whether verbal or non-verbal or, you know, the other form. So, it is very, very important that you keep in mind the, you know, the fact that what is my message like; the length of the message, the need the complexity of the message and the confidentiality that must be maintained with respect to the message.

The second thing that the communicator must keep in mind is the urgency with which a message has to be sent. I mean the time available, you know; so if you want to send a message very instantly, very quickly, then you must choose a channel which will help you do that. And on the other hand, if you know, if you do not have the time constraint, and if you want that the message could reach in 1 day, 2 days, then you could think of another appropriate channel. So, what you have to do is that, keeping in mind the urgency, whether very urgent or not very urgent, you would be selecting the appropriate channel.

The third thing that which has to be kept in mind is the distance between the sender and the recipient - the physical distance between the sender and the recipient. So, these are certain issues.

Another issue with respect to the sender and the recipient is that, you know, how many recipients are there and, you know, how quickly would you want that message to reach.

So, apart from urgency and distance, another thing that has to be kept in mind is that, how many recipients are there? How many receivers are there? So, accordingly, we will think of a channel which will be effective, which will be efficient, and by effectively, we mean, you know, in terms of being able to achieve the purpose both in terms of cost and in terms of time. So, when we talk of effectiveness and efficiency, we are talking of both trying to optimize on our resources, whether with respect to money, whether with respect to time, so that the message reaches the audience as and when needed with the least amount of resources. So, the nature of the message, the urgency with which the message should go, the distance between the sender and the receiver and overall the efficiency and effectiveness, the optimization - all these things have to be taken in mind before you decide to actually choose a particular channel.

(Refer Slide Time: 22:10)

The next is principle of adequacy of information. Now, this principle means that whenever you convey something to another person, the message should be adequate. Always remember that, both an overload of information and underload of information makes communication ineffective. So, that the sender has to clearly demarcate and make note of the scope of my message; what do I have to say; then, how much do I have to say? So that my message can be understood; clear cut, you know, specification with respect to what do I have to say, how much do I have to say, what do I not have to say, what is something which I do not have to immediately share, what is it that I have to immediately share - So, all those things the communicator or the sender must clearly demarcate; he must clearly you know, his message which is full and final as a need of the hour.

And he must neither say too much; he must neither say too less. It should be something - whatever it conveys has to be complete in all respects. So, information that is to be transmitted should be adequate, and should be complete in all respects. Neither say too much, nor say too little. Clearly demarcate point 1, 2, 3, 4, 5; this is what I need to say; this is what I need to say now; these are points or these are issues which I can share later; So, clear cut, you know, delineation of your points; clear cut explanation of your points. You have to frame your message keeping in mind the principle of adequacy of information. What I have to say, how much I have to say, and when do I have to say and clear cut. So, in that case, neither will there be an information overload, nor will be there an information underload. So, information that is transmitted should be adequate in all respects.

So, this will prevent the problem of an inadequate communication, inadequate information and would reduce the information gap, as well as other delays and other problems that may occur because of inadequate information. So, when the sender clearly delineates what he has to say, how much he has to say, when he has to say and clearly, you know, makes note of what is to be said when, and he frames his message accordingly, the message will be complete, you know, in all respects to meet the needs of the hour. And as a message is complete, and when it is transmitted, the receiver will get a full message, and he will be able to comprehend what the sender wants to say in a proper manner, and this will prevent the problem of inadequate information; it would reduce the information gap, it would reduce all other delays, all other problems that, you know, may occur because of, inadequate information or because of you know lesser information. So, it is very, very important that the sender keeps in mind that he must follow the principle of adequacy of information. Also, when a message is adequate, it will also mean that there are lesser chances of ambiguity.

(Refer Slide Time: 25:48)
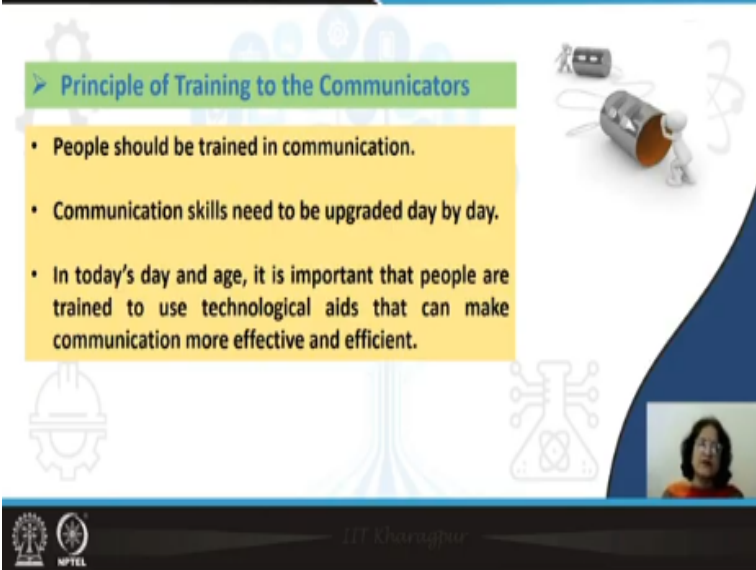

The next is principle of right climate in the organization. Now, you know, in companies and organizations, there has to be an element of trust between people. This element of trust comes from openness, transparency. And so, people have to be very open in their dialogue; they must share information with each other. So, this will, you know, such, open communication will lead to a climate of trust, and that is very, very important. So, yes, the manager may not share all

information; there is certain information which is confidential; there is certain information which need not be shared, but yet between manager and employees, between superior-subordinate, subordinate-superior, between people in the organization, if there is communication, if there is openness, if there is transparency, chances of, you know, a healthy climate in the organization, a climate of trust, a climate of, you know, cooperation, coordination will automatically be created.

So, communication gaps in the organizational setup should be avoided at all costs. And when communication gaps are avoided, this would help create a conducive climate and a positive environment which would be very conducive to the growth and development of people in the organization. So, organizational structure, as well as the physical setting, the human setting, should be such that it contributes towards healthy organizational communication because this healthy organizational communication; will ultimately lead to a climate of trust in the organization, and it will lead to a conducive climate and a positive environment which would be necessary for the growth and development of people in the organization.

(Refer Slide Time: 27:48)

Principle of training to the communicators. So, another principle that needs to be taken care off is the principle of training. This is particularly true in today's scenario where a lot of communication takes place through technical aids, through audio visual means, through the internet. So, people should be trained in communication, you know, especially to use these you know, these technical aids and their communication skills should be upgraded.

In today's day and age, it is very important that people are trained in these technological aids so that communication can be made more effective and more efficient. Even when people communicate face-to-face, or they do not use the electronic means or the technological aids, even then, you know, people should be trained with communication skills. They need to, you know, be good at encoding, be good at decoding. They must be made to appear polite, courteous because non-verbal communication helps a lot in rapport building. People should be made to, you know, be receptive to each other's thoughts, opinions, beliefs, and very important that people should not only be good speakers, but they should also be good listeners. So, the art of listening should be imparted. It is a very important skill that people are good listeners. They are listeners, they are, you know, patient listeners; they should be able to listen to the other person fully.

It is not only important that you talk; it is also important that you listen. So while speaking is a skill, even listening is a skill, and you should be very patient while the other person is talking. You should give the other person an opportunity to talk; you should give him or her the opportunity to be heard off. And so, it is very important that you are patient as a listener, and while the other speaks, you should patiently listen, and then of course, provide feedback. So, whether face-to-face communication or whether communication through technological aids, it is very important that people are trained in the communication process, and their skills are upgraded on a continuous basis.

(Refer Slide Time: 30:22)

> **Principle of Purposeful Communication**

- Every communication has a purpose, and in most cases is meant to elicit a behavioural response from the receiver's end.

- In organizational communication, it always desirable that orders given by a superior should be received by the subordinates with a response and/or feedback.

- Accordingly, the sender or the communicator can make necessary changes in his message so as it makes the communication more purposive and fruitful.

Principle of purposeful communication: So, every communication has a purpose as we all know. And in most cases, any and every form of communication is intended to elicit a behavioral response from the receivers and so in organizational communication also, it is always desirable that orders given by the superior should be received by the subordinates, and the subordinates should respond with a feedback. So, if the manager has a purpose to communicate, for example, he has a task to delegate, so he delegates the task to the subordinate, and now, the subordinate must perform the task. But in case the subordinate is unclear, or is not very clear about what he has to do, the subordinate can always respond with the feedback to the superior to let him know that the superior must repeat the message, or you know, help the receiver understand the message in a better manner. So, this feedback is very, very essential, and if the superior has a purpose to communicate, the subordinate may also have a purpose to communicate with the manager through a feedback. So, it is very important and very desirable that orders given by the superior are received by the subordinate with a response or with the feedback. Accordingly, the sender or the communicator in our case, the superior or the manager will make necessary changes in the message so that the communication can be more effective, can be understood better by the receiver, and it is more purposeful and can be effective. **(Refer Slide Time: 32:06)**

Principle of Physical and Human Setting

- The physical setting is the situation in which the message is communicated.

- The human setting refers to the person to whom the information or the message is communicated.

- The sender must take into account both the physical and human setting.

The next is the principle of physical and human setting. Now, physical setting is the situation in which the message is communicated. And the human setting refers to the person to whom the information or the message is being communicated. Both the human setting and the physical setting is very, very important. And the sender must take into account both the physical setting or the context of the message; the context of the communication process, as well as the human setting which is the people with whom he is communicating. So, the sender must not only take into account the context of communication or, you know, the physical setting in which the communication is taking place, but also the human setting or the receiver and the receivers with whom he is wanting to communicate. So, the sender has to keep in mind both the physical and human setting. Physical setting - the situation and the environment in which communication takes place or which the message is communicated, and the human setting refers to the person or the persons who are going to be the receivers. And when the sender takes this into account, he will be in a better position to encode his message; he will be in a better position to use an appropriate channel. And so, in that case, with this, the communication will become more, the process will become more effective.

(Refer Slide Time: 33:32)

The next is the principle of personal cooperation. So in order to make effective communication, personal cooperation is very, very important; it is very, very essential, and it results in a healthy environment in the organization. As I said a few minutes ago, it is very important that you are a good listener, and so the principle actually emphasizes upon the fact that listening is essential for effective communication. Listening is a skill which each one of us must possess. You know, we are generally good speakers; we like to talk but when it comes to listening, we are very poor listeners. I would like to state something else here that there is a difference between hearing and listening. Hearing is, you are just hearing something; but listening is when not only are you hearing, but you also are giving meaning to what you are hearing. So listening is something which is a complex process, you know. You are not only hearing or being receptive to a stimuli, but you are giving meaning to that stimuli and so very consciously being attentive to what is being said by the sender of the message or by the speaker. So it is very important that we are not only good speakers, but we are also good listeners to the speakers. We are good receivers to the sender. We are good recipients to the sender, and we are good listeners to the speaker. So it is very, very important that we listen carefully.
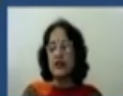
(Refer Slide Time: 35:03)

So, with this I come to an end of this lecture. The references, which you can go through for this particular lecture.

(Refer Slide Time: 35:15)

So, here we come to an end of the second lecture on the topic, 'Communication'. We shall be continuing with the topic in the next lecture. Thank you.