

**Organizational Behaviour- II**  
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**Lecture - 18**  
**Communication (Cont.,)**

Namaskar. Welcome back again to our discussion on the topic, 'Communication' in the subject, Organizational Behaviour II, and this is the third lecture for this topic, where we shall be talking about a lot of things pertaining to Communication, which I will just discuss with you. So, in the previous two lectures, we have spoken about the meaning the definition, the concept, the importance, 7 Cs of communication; and we have spoken about the principles of communication; we have spoken about the 7 Cs of communication; and we have also spoken about the taxonomy of the communication types. So, some of those types, which we discussed in the previous lecture, we shall be discussing in greater length today and so, as I start on, let me first share with you the contents.

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**ORGANIZATIONAL BEHAVIOUR-II**

**Communication**

- Verbal and Non-verbal Communication
- New-age Media tools
- Formal and Informal Communication
- Direction of communication
- Interpersonal, Group and Organizational Communication
- Public Communication and Mass Communication
- Selecting the right Tools for Communication: Channel richness

So, we shall be talking about verbal and non-verbal communication; the new age media tools; the formal and informal communication; direction of communication - now, when we speak about direction of communication, we will be talking about the vertical, the horizontal types, which we discussed in the previous lecture. So, if you see verbal and non-verbal communication, formal and informal communication, direction of communication and interpersonal, group and

organizational communication - is something which I have partially discussed with you when we did the Taxonomy of the communication type. So, we shall be dealing with these topics in greater length, and then we will talk about Public communication and Mass Communication and finally, we will be discussing how do we go about selecting the right tools for communication where if you see, if you remember, I talked something about channel richness in my first lecture as well as in the second lecture. So, we shall be talking about channel richness in greater length in today's lecture. So, let us begin.

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So, if you recall, when we were discussing the taxonomy of communication types, we mentioned about verbal communication and non-verbal communication; and so, to start with when we talk about verbal communication, it is either in the form of spoken or written means to communicate. And non-verbal is of course, body language and kindnesses. So, let us talk a little bit more on that, and we will start with verbal communication. Verbal communication can be oral communication; it can be written communication;

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**Verbal: Oral Communication**

- Oral communication is defined as the exchange of ideas, information, feelings etc. through spoken words.
- It is affected by the clarity of the message and speech, as well as the pitch and volume.
- Forms include:
  - Direct face-to-face conversations
  - Meetings
  - Lectures
  - Telephonic talks
  - Video, radio, television, voice over internet.

The slide features a 3D illustration of colorful figures in a meeting circle, a small video inset of a woman in the bottom right corner, and various icons like a smartphone and a network diagram in the background.

and when we talk about oral communication, it is defined as the exchange of ideas, information, feelings through spoken words. So, we speak out something and that is oral communication, and it is a lot, you know, effected a big deal, a great deal by the clarity of the message and the speech as well as the pitch and the volume. So, oral communication is affected by the clarity of the message, as well as the clarity of speech, the pitch and the volume - and all of these, you know, effect communication, oral communication in a big way. So, the forms of oral communication include direct face-to-face conversations, meetings, lectures, telephonic calls; of course, they may not be face-to-face, but yes, of course, as I said in the previous lecture, as well that we have the hybrid means in the form of the video-conferencing or the meetings which we have online. So, these are all a form of oral communication where information is exchanged through spoken words. The video, the radio, the television, the voice over internet - these are all channels through which we can communicate orally, and oral communication being a part of verbal communication. So, oral communication is defined as the exchange of ideas, information, feelings, etcetera through spoken words.

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**Oral Communication: Advantages and Disadvantages**

Oral communication in organizations may be formal (meetings, speeches, inter-personal and group discussions via face-to-face, telephone, videoconferencing) and informal (grapevine – rumours and gossip).

➤ Advantages:

- Speed of transmission, instant information exchange and instant feedback are advantages of oral communication.

➤ Disadvantages:

- There may be inattention, selective attention and perception by the receiver.
- There are chances of perceptual distortion as every person interprets a message differently, and may further spread it in his/her own way.

Now, oral communication has its advantages and as well as its disadvantages. Oral communication in organizations may be formal; they can be informal; And when it is formal, it could be through meetings or speeches, interpersonal and group discussions, again, either face-to-face or through the telephone or through video-conferencing or through other technological aids. And this kind of a communication that takes place is all very formal.

Oral communication in organizations can also be informal, which is through the grapevine, through rumours, through gossip. We will be talking about an informal communication today in greater length and we will be talking about the different networks, and different flows in the informal channel of communication subsequently. So, oral communication in organizations may be formal, through meetings or speeches or interpersonal and group discussions via face-to-face or telephone or video conferencing, and it could also be informal through the grapevine through rumours, through gossips. In the previous lecture, I have discussed with you the difference between formal and informal communication as well. Now, the advantage of oral communication is the speed of transmission. Messages can be quickly transmitted. There is instant information exchange, instant feedback and these are advantages of oral communication.

But there are disadvantages as well. There may be inattention or selective attention and perception by the receiver. As we discussed earlier in the previous lecture, that many times the receiver is merely hearing, he is not listening; and in that case, there may be in attention on the

part of the receiver. There will be selective attention, selective perception, and this could lead to perceptual distortions and errors, and it could lead to ineffective communication.

So, there are always chances of perceptual distortion as every person interprets a message differently. And then he or she as a receiver may spread it elsewhere as senders to other people, and the message may be absolutely distorted. So, there are chances of perceptual distortion, and once a receiver, you know, comprehends a message in appropriately, he may further spread it in his or her own way.

And so, this could lead to, you know, this could lead to problems in the organization. So, there are both advantages and disadvantages of oral communication. Of course, whether you use the oral, or you do not use the oral, and you use the written, will depend upon the situation in question. If you recall in the previous lecture, I had spoken about certain determinants, you know, which help decide on which kind of channel to use, and I made mention of the nature of the message, the distance between the sender and the receiver, as well as the time constraints that we may have to transmit a message. So, based on all of those, it would be decided and it can be decided whether oral communication is appropriate or it would be inappropriate in a particular situation.

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**Verbal: Written Communication**

- Written communication is defined as the exchange of ideas, information, feelings etc. through written symbols (alphabets, words).
- Written communication is affected by the vocabulary used, the style of writing, and grammatical clarity of the language used.
- The message may be both handwritten or in a printed form.

Forms include:

- Letters
- Emails
- Circulars
- Reports
- Manuals
- Memos
- Bulletins
- Instant messaging
- Blogs
- Social media websites/Apps

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The next is the written communication, which is also part of verbal communication. So, written communication is the exchange of ideas, information, feelings through written symbols. So, it could be alphabets, it could be words, it could be even sentences. So, it is affected by the vocabulary used, the style of writing, the grammatical clarity. So, while oral communication is affected by the pitch, the volume, the clarity of the message, written communication is affected by the vocabulary used, the style of writing, the grammatical clarity of the language etcetera, and the message may be both handwritten or it could be typed in the form of a printed form. And written communication could include letters, emails, circulars, memos, reports, manuals, bulletins; even today, when we have instant messaging or when people blog and post, or when people use the social media, and they use different kinds of apps to text a message, and send it across - it is all a part of the verbal communication or written verbal communication.

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**Written Communication: Advantages and Disadvantages**

Written communication in organizations may be via written words or symbols and includes letters, e-mail, instant messaging, social media, apps, and blogs.

➤ **Advantages:**

- Information that is transmitted is reported and reliable, and can be read and stored/saved. It can be referred to as and when required.

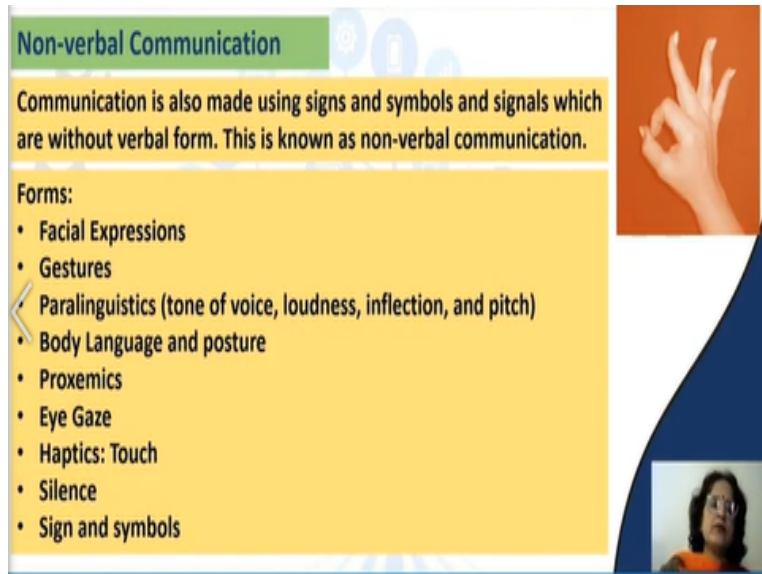
➤ **Disadvantages:**

- Instant information exchange and feedback is not always possible.

Now, written communication also has its advantages and disadvantages. Written communication in organizations via written words or symbols or, you know, and sentences will happen through letters, through emails, through instant messaging, social media, apps and blogs. The advantages of written communication is that information that is transmitted is a reported document; it is reliable; it can be read; it can be readed it can be stored, saved and can be read later, can be referred to later as and when required.

So, there is a record of that which exists, and so the information that is transmitted is more reliable and in some way, permanent. Of course, disadvantages with the written communication are that instant messaging, instant information exchange and feedback may not always be possible, and written communication takes some time to reach the receiver. Instant feedback is may also not be possible all the time.

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**Non-verbal Communication**

Communication is also made using signs and symbols and signals which are without verbal form. This is known as non-verbal communication.

Forms:

- Facial Expressions
- Gestures
- Paralinguistics (tone of voice, loudness, inflection, and pitch)
- Body Language and posture
- Proxemics
- Eye Gaze
- Haptics: Touch
- Silence
- Sign and symbols

The slide features a green header with the title 'Non-verbal Communication'. Below the title is a yellow box containing the definition: 'Communication is also made using signs and symbols and signals which are without verbal form. This is known as non-verbal communication.' To the right of this text is an image of a hand making an 'OK' gesture. Below the definition is a yellow box with the heading 'Forms:' followed by a bulleted list of nine categories: Facial Expressions, Gestures, Paralinguistics (tone of voice, loudness, inflection, and pitch), Body Language and posture, Proxemics, Eye Gaze, Haptics: Touch, Silence, and Sign and symbols. In the bottom right corner of the slide, there is a small inset video frame showing a woman speaking.

Then we come to the other part of communication, which is non-verbal communication. So, communication is also done through using signs and symbols and signals, which are without verbal form and this is known as non-verbal. You have different forms of non-verbal communication; it could be facial expressions, gestures, para-linguistics, body language, posture, proxemics, eye gaze, a touch which we also call us haptics, silence, signs, symbols. So, these are all a part of what we refer to as the non-verbal communication means. So, these are means of non-verbal or forms of non-verbal communication.

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- Body language complements verbal communication.
- Discussions always involve a non-verbal component, i.e. facial expressions, gestures, tone, pitch etc.
- Non-verbal communication in organizations is immensely powerful, and can have an impact on creating and maintaining relationships.

Now, body language always complements verbal communications. Verbal and non-verbal often go together. Whenever we speak something, oral communication, there is always a body language component that is also present. So, discussions always involve a non-verbal component; your facial expressions, gestures, and the tone and the pitch, etcetera – all of these actually affect the overall communication process; and non-verbal communication in organizations is immensely helpful, it is very powerful. It can have a very strong impact on creating and maintaining relationships, particularly when you are building a rapport with another, non-verbal communication has a huge impact, and it can have a very important; it can be highly impactful on creating and maintaining relationships between people in organizations.

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**New-age Media Tools**

- Computer based technology or information technology has made communication very effective in terms of time, cost and location across the globe.
- There are a number of communication tools that can be used to make communication more effective.

<ul style="list-style-type: none"><li>• Smart phones</li><li>• Teletext</li><li>• Videotext</li><li>• Fax</li><li>• Tele conferencing</li><li>• Video conferencing</li></ul>	<ul style="list-style-type: none"><li>• Bulletin board services</li><li>• Computer technology (IT)</li><li>• Internet/online conference</li><li>• Social networking</li></ul>
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Now, in today's day and age, we have what we refer to as the New Age media tools. There is computer based technology or IT - information technology, that has made, you know communication effective, in terms of time, in terms of cost, in terms of, you know, the communication spread very quickly across the globe. So, computer based technology or information technology has made communication effective in terms of time, cost and location across the globe.

And there are a large number of communication tools that can be used to make communication effective. You have smartphones, teletext, video text, fax teleconferencing, video conferencing, bulletin board services, computer technology, IT, internet and online conferences, social networking, all of which are regarded as New Age media tools and are making communication very effective in terms of time, in terms of cost and location across the globe.

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**Computer-Mediated Communication:**

- **Synchronous communication:** This implies sending and receiving messages at once.
  - Cyber meetings
  - Videoconferences or Web casts
- **Asynchronous:** Herein, people must take turns in sending and receiving messages one by one.
  - E-mail
  - Instant messaging

Now, when we talk about computer mediated communication, it could be synchronous or it could be asynchronous. Now, what is synchronous communication? Synchronous communication implies sending and receiving messages at once; like for example, cyber meetings or video conferences and webcasts where you are sending and receiving messages at once, at one go. Asynchronous communication is wherein people must take turns in sending and receiving messages one by one; like for example, the instant messaging or for example, the email. So, computer mediated communication can be both synchronous where you send and receive messages at one go, at once or it could be asynchronous, where people must take turns in sending and receiving messages one by one.

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**Formal and Informal Communication**

**Formal Communication**

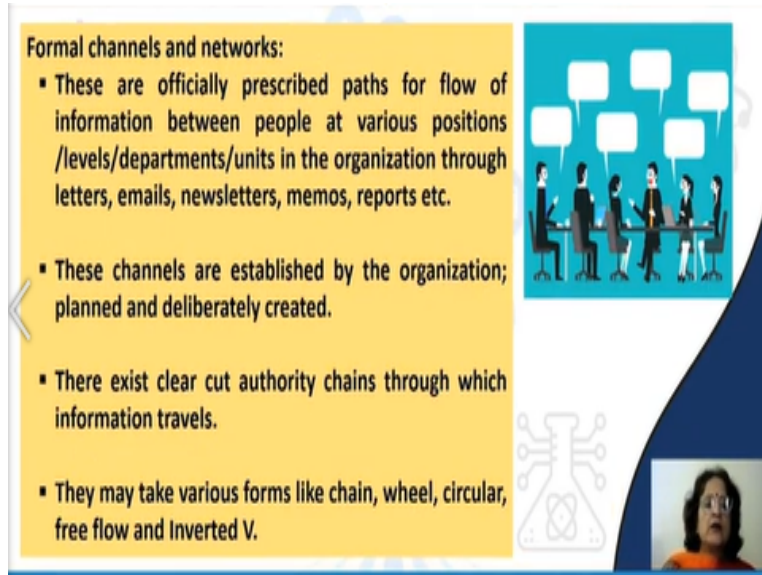
- Messages pertaining to official tasks and activities in an organization is formal communication.
- Messages are created and spread through officially prescribed paths for flow of communication.
  - Organizational chart
    - ✓ Organization structure
  - Types of formal communication:
    - ✓ Vertical communication: Upward and Downward
    - ✓ Lateral communication
    - ✓ Diagonal communication

The next we come to is formal and informal communication. Now this was also one of the types which we discussed in the Taxonomy of the communication types. So, I did make mention of what formal and informal communication is to you, you know, in the previous lecture. We will discuss it a little more here. So, messages which pertain to official tasks and activities in the organization is formal communication. The messages are deliberately created, consciously created, and they are spread through officially prescribed paths for flow of communication. So, they are spread through officially prescribed paths for flow of communication. So, you have the organization chart, which actually shows you the organization structure and there are clear cut reporting relationships between the different levels in the management hierarchy, between superiors and subordinates. And the types of formal communication which happens can be either vertical which is upwards and downwards. I made mention of what upward and downward communication is to you in the previous lecture. It could also be lateral; it could also be diagonal. So, let us discuss this a little more.

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**Formal channels and networks:**

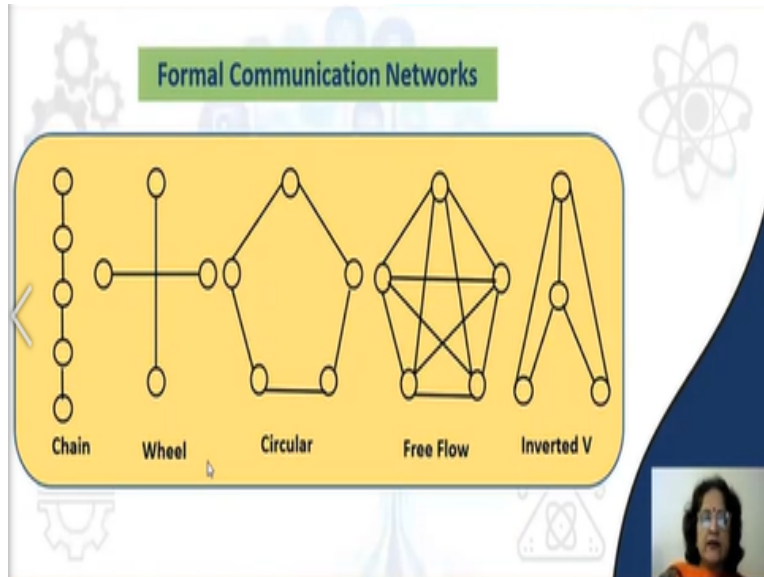
- These are officially prescribed paths for flow of information between people at various positions /levels/departments/units in the organization through letters, emails, newsletters, memos, reports etc.
- These channels are established by the organization; planned and deliberately created.
- There exist clear cut authority chains through which information travels.
- They may take various forms like chain, wheel, circular, free flow and Inverted V.



The formal channels and networks are officially prescribed paths for flow of information between people at different positions or different levels in the departments, in the units in the organization. And this happens through letters, emails, newsletters, memos, reports etcetera. So, the formal channels and networks are officially prescribed paths for flow of information between people at various positions through letters or through emails or through newsletters or through memos and reports.

And these channels are established by the organization. They are planned and deliberately created by the organizations and by the management. So, there exists clear cut authority chains through which information travels; clear cut authority chains through which information travels and these authority chains are very well depicted in the organization chart which is there in the organization; and these formal channels and networks may take various forms. They could take the form of a chain or it could be a wheel, or it could be circular, or it could be free flow, or it could be an inverted V. We can see this in the next slide.

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If you see here, so, there is a chain, if you see the first one, where it moves from upwards to downwards, one after the other, or it could be a wheel where, the centre of the wheel is actually the hub and it transmits information all around, or it could be circular, where it is more to do with information flowing from one to another and another to another and another to another, or it could be free-flow where everybody in the organization interacts with each other two-way, or it could be inverted where information goes from the top person to the person in the lowest level, and it could also be taking place from the top person to the middle management and from middle management to the lower management. So, in other way, the superior interacts with the person at the lowest level directly, and he also interacts via the middle manager. So, I will repeat in the chain if you see it goes from the senior manager to the manager to the assistant manager to the superiors. Again, I repeat from say the senior manager to the manager to the assistant manager to supervisor 1 and then to supervisor 2. So, that is what happens in a chain. In a wheel the manager will act as the hub of the wheel, and he would communicate it to managers of different departments, or he would communicate to his different supervisors, or it is one by one, like manager communicating to supervisor 1; then manager communicating to supervisor 2; then manager communicating to supervisor 3; and manager communicating to supervisor 4. In a circular what happens, manager communicates to supervisor 1; supervisor 1 communicates to supervisor 2, supervisor 2 to 3, 3 to 4 and so forth. And in the case of free flow while the manager may communicate with supervisor 1 and supervisor 1 can communicate with supervisor 2, supervisor 2 can communicate with 1, with 2, with 3, with 4, with the manager and so forth.



So, there is a free flow format. And in the case of an inverted V, the manager communicates with supervisor one directly, and with supervisor 2 directly, but he also communicates with the assistant manager, and assistant manager communicates with supervisor 1 and supervisor 2. So, I will move my cursor to make it clearer. Here the senior manager communicates to manager, manager communicates to the assistant manager, assistant manager communicates with supervisor 1, and then with a deputy supervisor or supervisor 2.

So, this is a chain. In the case of the wheel, the manager is here; he communicates with supervisor 1 on machine 1; he communicates with supervisor 2 on machine 2; he communicates with supervisor 3 on machine 3; and he communicates with supervisor 4 on machine 4. In the case of circular, the manager communicates with supervisor 1, supervisor 1 communicates with 2, 2 communicates with 3, 3 communicates with 4, and 4 four communicates with the manager again. In the case of free flow, not only is the manager communicating with supervisor 1, and supervisor communicating with 2, and 2 to 3 and 4, and the 4 with manager, but the manager is also communicating with all of the supervisors, and the supervisors are also themselves communicating with each other. So, it is a free flow; And then you have the inverted V, where the manager communicates directly with supervisor 1 on machine 1; he also communicates directly with supervisor 2 on machine 2; and manager also communicates with assistant manager, and assistant manager is also communicating with supervisor 1 and with supervisor 2. So, this is what we have as an inverted flow.

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**Informal Communication**

- Messages unrelated to and organization's official activities is informal communication.
- Messages are spontaneous; they are created and spread spontaneously through unofficial paths and networks of communication.
  - Old boys network: These are gender-based networks composed of men/women with backgrounds that are similar.
  - Snowball effect: The tendency of people to share information with each other as and when they come into contact is termed as the snowball effect.
  - The grapevine: The grapevine is the unofficial channel of communication in an organization through which information travels.
  - Rumors: Information with little truth and logic, and often little or no basis, that is transmitted through informal channels are called rumors.

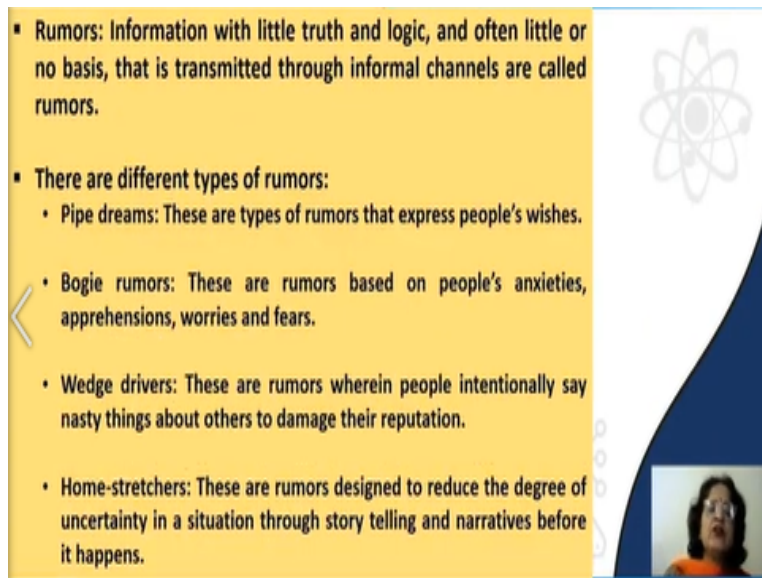
The next is informal communication. Now, messages which are unrelated to the organization's official activities is informal communication. These messages are spontaneous; they are created and spread spontaneously through unofficial paths and networks of communication; and they are absolutely spontaneous, and they are actually transmitted through unofficial paths and networks. There is no clear cut authority relationships, and information can just flow free flow across the organization. We have some formats and networks here. Like for example, you have the old boys network, which actually refers to gender based informal networks composed of men or women with backgrounds that are similar. So, the men have their group or the women have their group and they discuss with each other about anything could be work matters, could be personal lives, could be anything. So, that is the old boys network.

Snowball effect is the tendency of people to share information with each other as and when they come into contact. So, it is more of a snowballing effect. And like, you know, somebody comes into contact with somebody and talks, and then somebody goes and gets into touch with somebody else, and talks. So, the tendency of people to share information with each other as they come into contact with others is known as a snowball effect.

The grapevine is an unofficial channel in the organization through which communication travels, and the grapevine actually is a very powerful tool because although it is informal, yet it is considered to be important. And we also have something called rumours. Information with little

truth with little logic, and often little or no basis, that is transmitted through informal channels is called the is called a rumour.

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- Rumors: Information with little truth and logic, and often little or no basis, that is transmitted through informal channels are called rumors.
- There are different types of rumors:
  - Pipe dreams: These are types of rumors that express people's wishes.
  - Bogie rumors: These are rumors based on people's anxieties, apprehensions, worries and fears.
  - Wedge drivers: These are rumors wherein people intentionally say nasty things about others to damage their reputation.
  - Home-stretchers: These are rumors designed to reduce the degree of uncertainty in a situation through story telling and narratives before it happens.

So, when we talk of rumours, there are different types of rumours which exist, there is something which we call this pipe dreams. So, these are types of rumours that express people's wishes. We have bogie rumours which are based on people's anxieties, their apprehensions, their fears, their worries. We have wedge drivers, which are rumours wherein people intentionally say bad things, nasty things about others to damage the reputation. And then we have home-stretchers which are rumours which are designed to reduce the degree of uncertainty in a situation through storytelling and through narratives before something happens. So, these are different types of rumours which may be. There may be rumours which relate to just expression of people's wishes, which is pipe dreams. They may be rumours, which relate to people's fears and anxieties, which are bogie rumours. There are rumours which pertain to damaging the reputation of another person by saying nasty things about him. That is a wedge driver. And then there are also rumours which are designed to reduce the degree of uncertainty in a situation through narratives through storytelling so that people can share their anxieties before something happens; so that is a home-stretcher.

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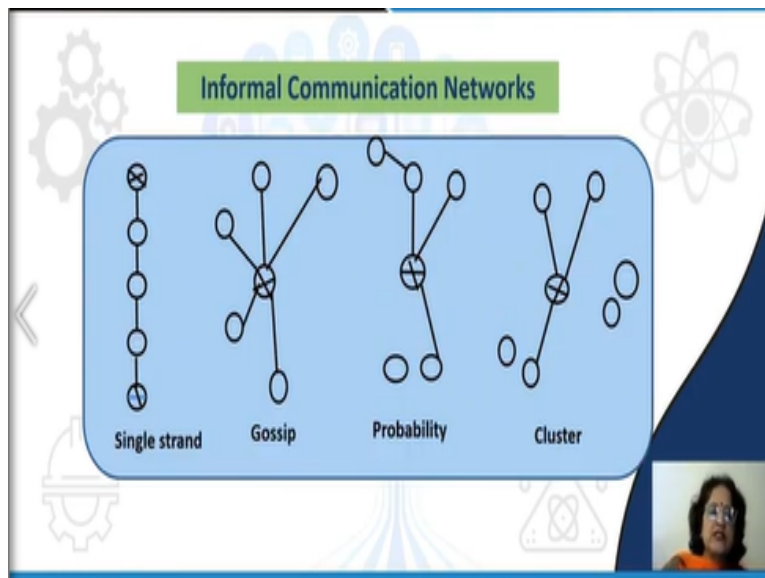


- Informal channels and networks:
  - The informal communication network is called a grapevine.
  - Rumours and gossip take place through the grapevine, and are an important source of information.
  - Grapevine follows different types of networks like single strand, gossip, probability, and cluster.



Now, informal channels and networks when we talk of them, you know, they can happen through something what we call as a grapevine. So, the informal communication network is called grapevine. Rumours and gossip, take place through the grapevine; and they are an important source of information as I just said a few seconds ago. Now grapevine also follows a different type of networks like you have a single strand, you have gossip, you have probability and you have cluster.

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So, you can see this here. You have a single strand, which is something very similar to what we saw there as a chain in the formal communication network. But the chain was something which

was officially prescribed. The single strand is something which is not officially prescribed. It is an unofficial channel. Gossip is when somebody is the main spokesperson, and he spreads information to A, B, C, D, E, Z anybody.

And probability is when say, for example, a person says something to A, he says something to B; B say something to F, F say something to G, and maybe A does not spread it ahead. So that is a probability. You know, the person saying something to A, A may stop there; it may not move. but when he says something to B, B may say to F or F may say to J. So, there is a probability that the recipient may spread may not spread. So, that is what is a probability. And then there are clusters, where again, you know, some people in a group will know, in the organization; other people in the organization may not know because they are not a part of that cluster. So, these are different kinds of informal communication networks that exist.

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Formal communication	Informal communication
-Based on formal organizational relationships.	-Based on individual relationships and social interactions arising out of them.
-Channels of communication are well-prescribed.	-Channels of communication depend on individual relationships, and there is nothing prescribed that must be adhered to.
-There is huge amount of formalization.	-Chances of message distortion are less and hence, it is regarded to be more reliable.
-It is mostly written and documented.	-Chances of message distortion are high, and hence, it may /may not be authentic and reliable.

Now, there is a difference as we have been discussing between formal and informal communication, I discussed this with you yesterday as well in my previous lecture. So, formal communication is based on formal organizational relationships, while informal communication is based on individual relationships and social interactions arising out of them. So, formal communication is based on formal organizational relationships and informal communication is based on individual relationships and social interactions that arise out of them. Formal communication channels are well-prescribed. There is huge amount of formalization; the chances

of message distortion are less and so, those messages are more reliable; In most cases, they are written they are documented. On the other hand, informal communication channels depend on individual relationships, and there is no prescribed channels that must be adhered to. Chances of message distortion are very high and so, they may not be regarded as highly authentic and reliable. Yet informal communication is important for organizations. Informal communication networks are important for the organization because they are based more on individual relationships, and they emphasize upon social interactions and often are a source of, you know, source of people's dissatisfaction, or acts as a vent of satisfaction, or discontentment with respect to issues. Informal communication is also important because very often the management or the formal managers get to know a lot from such sources about the kind of dissatisfaction or discontentment that may be happening with the lower levels of the management, or with the subordinates or with people in the organization.

So, formal communication is based on formal organization relationships. Channels of communication are well-prescribed; there is huge amount of formalization; chances of message distortion are less because everything is written and documented, and so, formal communication is a good thing which is very trustworthy and reliable. On the other hand, informal communication is based on individual relationships and social interactions that arise out of them. These channels depend on individual relationships; there is no well-prescribed flow or path of flow of communication therein; and the chances of message distortion are very high; and they may not be regarded as authentic and reliable, but yet they are an important source of communication, and managers must never disregard informal channels of communication. In fact, they must encourage their people to have their own informal sources or informal communication channels.

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**Direction of Communication**

Communication can flow in varied forms:  
Vertically and Cross-wise (horizontally, diagonally and laterally)

I. Vertical communication:

- Downward communication
- Upward communication

II. Cross-wise communication

- Horizontal flow
- Diagonal flow

The slide features a blue and white background with various icons including gears, a lightbulb, a bar chart, a network diagram, and a chemical structure. A small video inset in the bottom right corner shows a woman with glasses speaking.

Now, the next we come to is direction of communication. This is again something which we have discussed in the previous lecture. Communication can flow vertically; it can flow cross-wise ways when we talk of vertically, it is downward communication and upwards communication. So, communication it moves from the subordinate to the superior is upward communication, and communication which moves from the superior or from the manager to subordinates is downward communication.

Communication that moves from superior to subordinate is downwards; which moves from subordinate to superior is upward communication. Communication is also cross-wise which could be horizontal and diagonal.

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**I. Vertical communication:**

- Downward communication
- Upward communication

**Downward Communication**

Communication that flows from a higher organizational level to a lower level is downward communication; e.g. superior to subordinates.

- It is used in organizations when stating objectives and goals, assigning jobs and tasks, providing instructions, explaining policies and procedures, providing feedback about performance etc.

The slide features a green header, a yellow text box, and a video inset of a woman in the bottom right corner. The background includes a stylized atom icon and various business-related icons.

So, when we talk of downward communication, it is that flows from a higher level to the lower level as I just said, from the superior to the subordinates. It is used in companies when they state their objectives and goals; when they assign the tasks to the subordinates; when they provide instructions; when they explain policies and procedures; when they provide feedback about performance - all that is communication that takes place from the superior to the subordinate from the top to the bottom, and so, we call it downward communication.

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**Upward Communication**

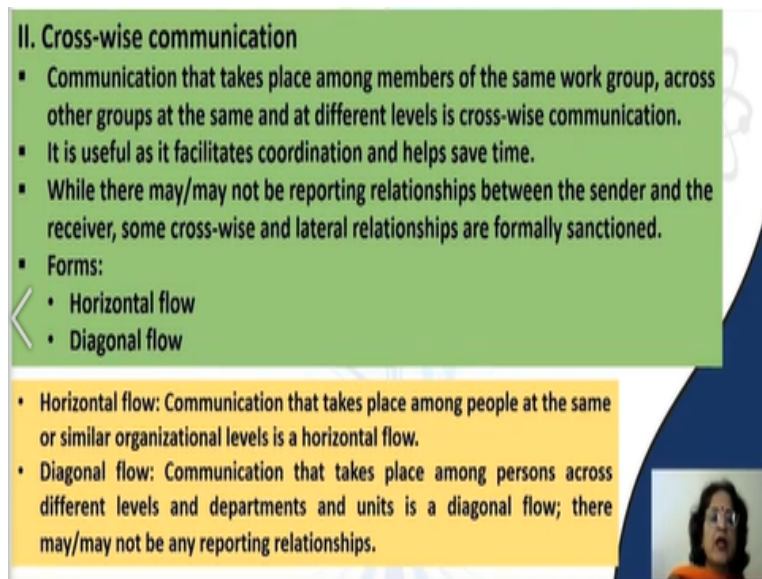
- Communication that flows from a lower organizational level to a higher level is upward communication; e.g., subordinates to superior.
- It is used in organizations while seeking guidance about how to achieve goals, complete activities, as well as providing feedback to those above, discussing workplace problems and reporting grievances, etc.
- It helps managers understand what and how those in the lower levels feel and experience.

The slide features a green header, a yellow text box, and a video inset of a woman in the bottom right corner. The background includes a bar chart with an upward arrow and various business-related icons.

On the other hand, when communication moves from the lower level to the higher level, or from the subordinates to the superiors, we call it upward communication, and it is used in

organizations when they seek guidance about how goals must be achieved, how activities need to be performed, regarding goals or regarding activities, or when they want to discuss workplace problems and report grievances, that is when a poor communication is used. It will help a manager understand what and how people in the lower levels of the management are feeling and experiencing.

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**II. Cross-wise communication**

- Communication that takes place among members of the same work group, across other groups at the same and at different levels is cross-wise communication.
- It is useful as it facilitates coordination and helps save time.
- While there may/may not be reporting relationships between the sender and the receiver, some cross-wise and lateral relationships are formally sanctioned.
- Forms:
  - Horizontal flow
  - Diagonal flow

Horizontal flow: Communication that takes place among people at the same or similar organizational levels is a horizontal flow.

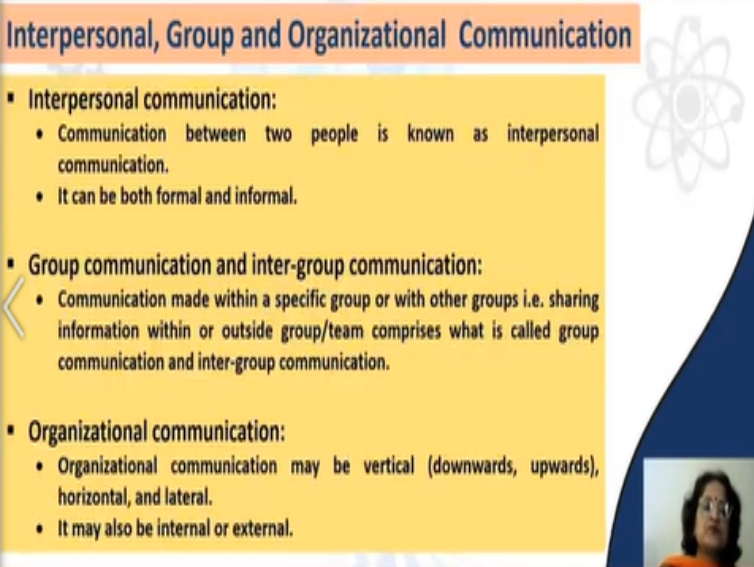
Diagonal flow: Communication that takes place among persons across different levels and departments and units is a diagonal flow; there may/may not be any reporting relationships.

Then we have cross-wise communication. So, communication that takes place amongst the members of the same work group, across other groups at the same and at different levels, is cross-wise communication. It helps a lot in coordination of activities and saves time. While there may or may not be reporting relationships between the sender and the receiver, yet some cross-wise communication channels in the form of diagonal flows or horizontal flows are formally sanctioned. So, while there may or may not be reporting relationship between the sender and the receiver, some cross-wise and lateral relationships are formally sanctioned, and they could be either horizontal flows or diagonal flows. Horizontal flows are communication that takes place among people at the same level as I said in the previous lecture; Manager R&D talking to Manager, Production and Operation.

So, it is a horizontal flow. Communication may also take place among people across different levels and departments and units, and that is called a diagonal flow where they may or may not

be reporting relationships, like for example, the Assistant Manager, Operation may be talking to the Manager R&D and so, that is what is a diagonal flow.

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The slide features a title bar at the top with the text "Interpersonal, Group and Organizational Communication" in a blue font. Below the title, there is a yellow background containing three bullet points. To the right of the text is a faint graphic of an atom. In the bottom right corner, there is a small video inset showing a woman with glasses speaking.

- **Interpersonal communication:**
  - Communication between two people is known as interpersonal communication.
  - It can be both formal and informal.
- **Group communication and inter-group communication:**
  - Communication made within a specific group or with other groups i.e. sharing information within or outside group/team comprises what is called group communication and inter-group communication.
- **Organizational communication:**
  - Organizational communication may be vertical (downwards, upwards), horizontal, and lateral.
  - It may also be internal or external.

Then we come to interpersonal, group and organizational communication. Again, I made a very brief mention of it in my previous lecture. Communication between two people is known as interpersonal communication. It can be formal; it can be informal. When communication is made within a specific group or with other groups where you are sharing information within or outside the group or the team, it is called group communication, or it is called intergroup communication. So, communication made within a specific group, or with other groups that is sharing information within or outside a group or a team comprises, what is called a group communication and an intergroup communication. And then, organizational communication is something which happens throughout the organization. It can be internal to the company or the organization; can be external with stakeholders; and maybe vertical which is upwards and downwards. Upwards when it is from, the subordinates to superiors, and downwards when it is from superiors to the subordinates; and it could be horizontal or lateral. So, organizational communication is vertical when it is upwards or downwards; upwards when it is from subordinates to superiors; and downwards when it is from the superiors to subordinates, and it can be horizontal and it can be lateral.

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### Factors that Determine Organizational Communication

- Authority structure: Status and power differences.
- Ownership of information: People with knowledge, skills and abilities (KSAs) may not always like to share information.
- Formal channels of communication.

So, factors which will determine organizational communication are of course, the authority structure, the status and power differences which can be clearly seen from the organizational chart. And another factor which affects organizational communication is ownership of information. People with certain very specific knowledge, skills and abilities may not always like to share information with others. And so, this can be a deterrent in open and transparent communication that exists between employees in the company. And of course, another factor which determines organizational communication is the formal channels of communication, and the formally prescribed paths for flow of communication.

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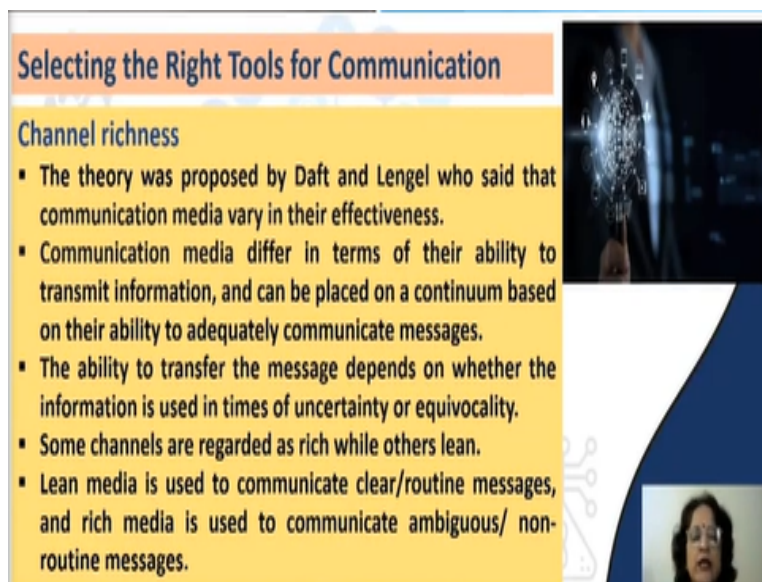
### Public Communication and Mass Communication

- **Public Communication**
  - When a message is beamed to a large audience or to the nation/world from a common source or multiple sources, in an identical form, it is known as public communication; for example, public meetings, religious programmes, etc.
  - Television, radio, motion pictures, newspapers, pamphlet, mass mailing, etc. may be used.
- **Mass communication:**
  - Broadcast of information via channels such as newspapers, films, radio, recorded music, television, and other electronic gadgets is mass communication.
  - It is a technology assisted transmission of messages to mass audiences.
  - Immediate feedback is generally not possible.



Then, we come to the difference between Public and Mass Communication. So, we have something called Public communication, and we have something called Mass communication. When a message is beamed to a large audience or to the nation or to the world from a common source or from multiple sources in an identical form, we call it Public communication. For example, you know, you could have public meetings or religious programs and so forth. So, television, radio, motion pictures, newspapers, pamphlets, mass mailing, etcetera may be used as forms of public communication. And when we talk of Mass communication, we are talking of broadcast of information via channels like newspapers, films and movies, radio, recorded music, television and other electronic gadgets and it is technology assisted a transmission of messages to the mass audience. So, in the case of mass communication, of course, immediate feedback is generally not possible.

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**Selecting the Right Tools for Communication**

**Channel richness**

- The theory was proposed by Daft and Lengel who said that communication media vary in their effectiveness.
- Communication media differ in terms of their ability to transmit information, and can be placed on a continuum based on their ability to adequately communicate messages.
- The ability to transfer the message depends on whether the information is used in times of uncertainty or equivocality.
- Some channels are regarded as rich while others lean.
- Lean media is used to communicate clear/routine messages, and rich media is used to communicate ambiguous/ non-routine messages.

The slide features a yellow background for the text and a blue and white graphic on the right side. A small video inset in the bottom right corner shows a woman with glasses speaking. The top right corner of the slide has a dark image of a globe or a similar abstract graphic.

Now, we come to how do you go about selecting the right tools for communication? In my first lecture as well as in my second lecture, I spoke to you about channel richness. And I said that every media or every medium or every channel differs in terms of its ability to transmit messages or to transmit information, and that is basis of channel richness or that is the premise of channel richness.

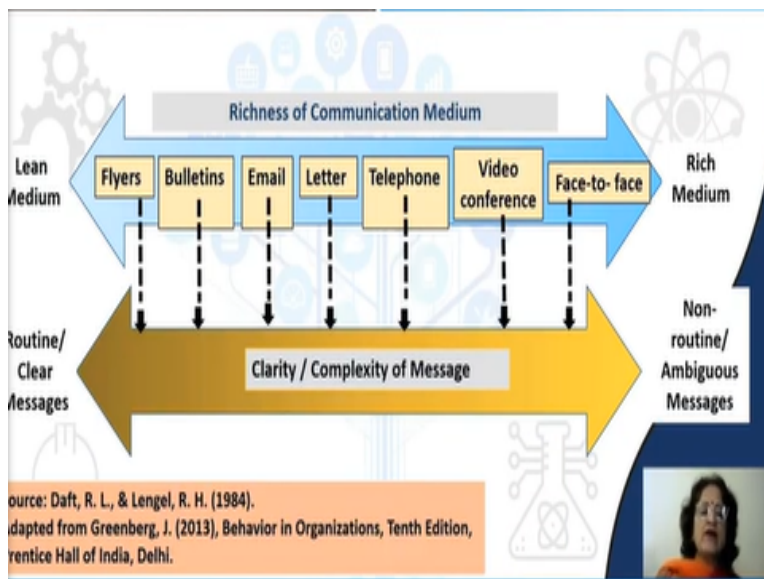
Now, the theory of channel richness was proposed by Daft and Lengel, who said that communication media vary in terms of effectiveness, and they differ in terms of their ability to

transmit information, and they can be placed on a scale; they can be placed on a continuum based on their ability to adequately communicate messages. And their ability to transmit the message will depend on whether the information is used or transmitted in times of certainty or uncertainty or you know, equivocality.

So, some channels are regarded as rich while some channels are regarded as lean; and lean media is used to communicate messages which are routine messages, very clear, but rich media is used to communicate messages, which are non-routine messages, and where there may be some level of ambiguity. So, the ability to transfer message depends on whether the information is used in times of certainty or uncertainty or equivocality.

And some channels are regarded as rich channels. Some channels are regarded as lean channels. Lean channels are used in cases where messages to be transmitted are routine messages and very clear, simple messages. But when messages are complex, could be ambiguous and are non-routine, in those cases rich media is used. Now what is this lean and is rich media? Let us see it in the subsequent slide.

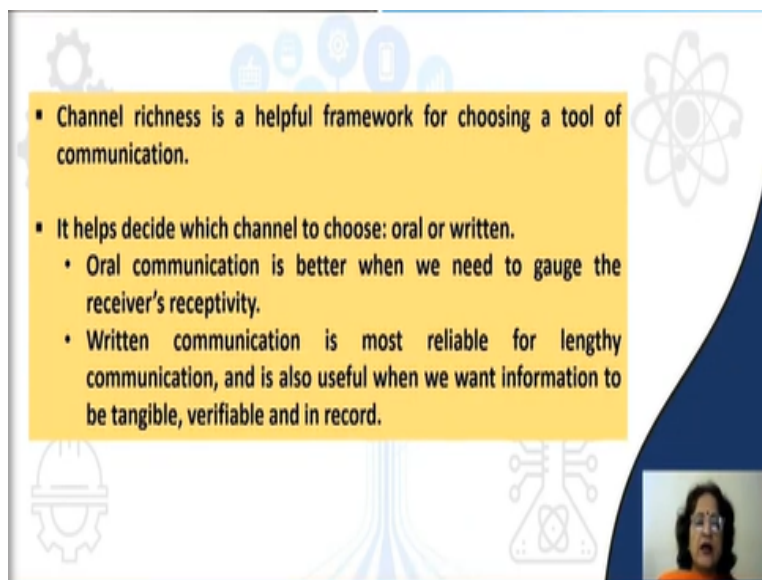
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So, you have here on a continuum, you have media forms from lean medium to rich medium, and you have flyers, bulletins, emails, letters, telephone, video conference, face-to-face, which actually can be placed on this continuum. So, flyers and bulletins and email for example, are

more to do with lean medium and telephone, video conference and face-to-face is more to do with rich medium. And you have routine and clear messages. And you have non-routine and ambiguous messages, again on a continuum. So, based on whether the message is clear or whether it is complex, you can again you know, place these media forms on a continuum, or on a scale, and if you see here, that when it comes to clear messages, routine messages, you can use the lean medium. But when it comes to non-routine and ambiguous messages, you have to use the rich medium. So, here flyers, bulletins, email, letters, they are regarded as a lean medium. On the other hand, the video conferencing and face-to-face is regarded as a rich medium, and when it is routine and clear messages, flyers, bulletins, emails, can help because it is a lean medium. On the other hand, when it is non-routine, ambiguous messages, you need a richer medium which will happen through the video conferencing or through the telephone or through face-to-face.

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- Channel richness is a helpful framework for choosing a tool of communication.
- It helps decide which channel to choose: oral or written.
  - Oral communication is better when we need to gauge the receiver's receptivity.
  - Written communication is most reliable for lengthy communication, and is also useful when we want information to be tangible, verifiable and in record.

So, if we talk of it a little more, we say that the lean media is used to communicate clear, routine messages, and the rich media is used to communicate ambiguous, non-routine messages. And this particular framework helps us understand which tool to choose. So, it is a helpful framework for choosing a tool of communication. Oral communication is better when we need to gauge the receiver's receptivity. Written communication is most reliable for lengthy communication and it is also useful when we want information to be recordable; we want it to be tangible, verifiable and something which is can be stored for later reference.

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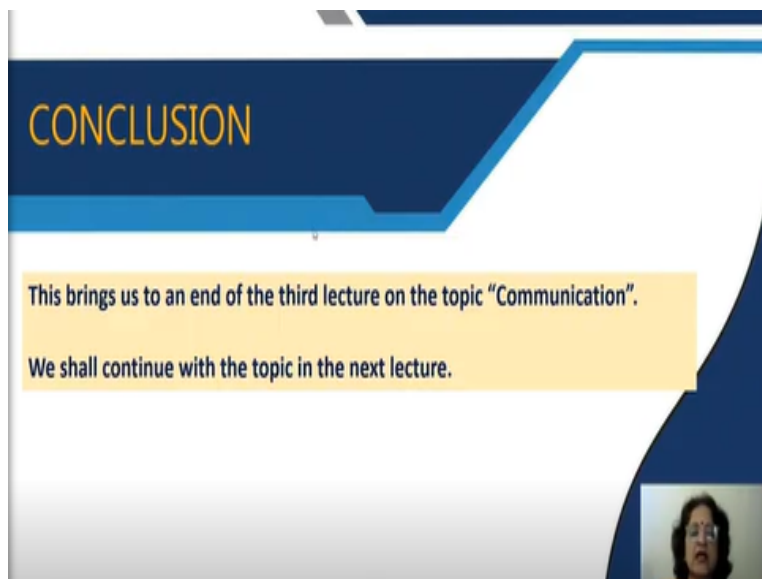
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So, this brings us to an end of this lecture. These are the references.

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## CONCLUSION

This brings us to an end of the third lecture on the topic "Communication".

We shall continue with the topic in the next lecture.

And so, this is the end of the third lecture on the topic, 'Communication'. We shall continue with the topic in the next lecture. Thank you.