



7.1 INTRODUCTION

Communication is fundamental in every business as business is a collaborative activity. Goods and services are created and exchanged through the close coordination of numerous persons. Intense communication is a pre-requisite for ensuring co-ordination of this kind. Business styles vary enormously around the world, and these contribute to a variety of communication styles. Complex product specifications and production schedules must be mutually understood, and intricate deals between trading partners must be negotiated through proper communication.

Communication is the principal means to enable proper functioning of any business organization. It binds the people to work in an organization and helps them in understanding the views and thoughts of each other properly. Communication flows in different directions such as downward, upward, horizontal and diagonal. It is rightly called the life-blood of an organization, and no manager can accomplish his objectives unless he communicates effectively. There are different types of communication systems depending upon the nature of organizations.

7.2 TYPES OF COMMUNICATION

People communicate with each other in a number of ways that depend upon the message and its context in which the message is being framed and sent. The choice of communication channel and the style of communicating also affect communication. Hence, there are various types of communication as shown in Fig 7.1.

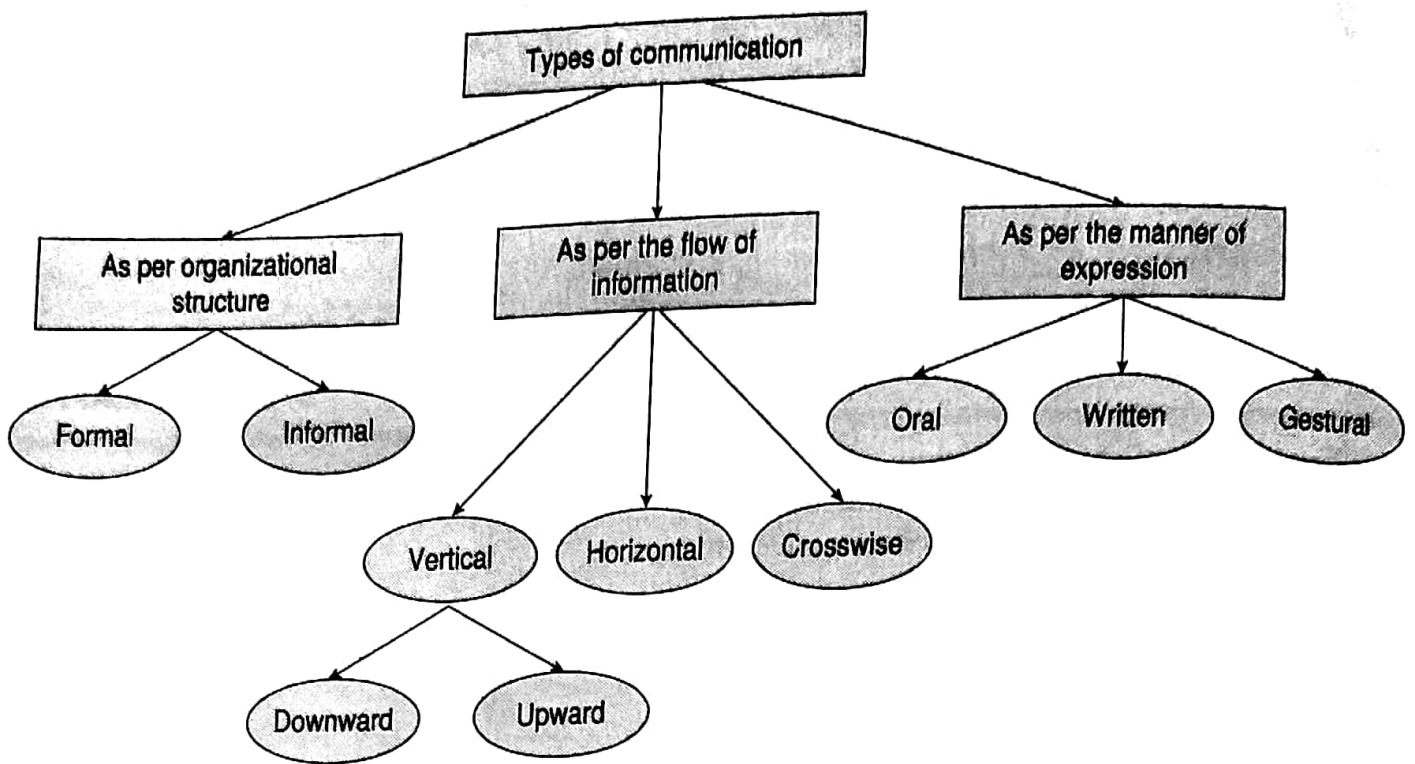


Fig. 7.1 Types of communication

7.3 ON THE BASIS OF ORGANIZATIONAL STRUCTURE

Based on the organizational structure and relationships, there are precisely two main categories of communication. They are as follows: (i) formal communication and (ii) informal communication.

7.3.1 Formal (Official) Communication

Formal communication is used exclusively in the workplace. It is used for the transmission of official messages within and outside the organization. The employees are bound to follow formal communicating channels while performing their duties. This communication follows a chain of command as established by the organization itself. Formal communication is expressed in written form (i.e., black and white). It could be in the form of requests, commands, directives, reports, circulars, etc. Formal communication is a deliberate attempt to regulate the flow of communication so as to ensure that information flows smoothly, accurately, and timely.

Certain rules, conventions, and principles are followed for communicating the formal message. The flow of a formal communication is basically along the prescribed channels. The basic purpose of designing a formal communicating structure is to establish link of various subsystems of the organization. Formal communication is essential for the proper functioning of any organization. All the members of an organization are supposed to follow the prescribed formal channels mandatorily. In formal communication, authority lines are needed to be strictly adhered to. It enforces the relationships between different positions of an organization.

Formal communication is of the following four types:

Upward (or bottom-up) communication The communication in which the flow of information goes from subordinates to the superior.

Downward (or top-down) communication The communication in which the flow of information goes from superior to subordinates.

Horizontal (or lateral) communication The communication between two employees of different departments working at the same level.

Crosswise (or diagonal) communication The communication between the employees of two different departments or divisions working at different levels.

Advantages of Formal Communication

- Formal communication is generally a written communication.
- It lays down the channel (i.e., the path) of communication.
- It helps in the flow of information through the official chain of authority.
- It is authorized and well-planned communication network.
- It helps in the fixation of authority-responsibility relationship in the organization.
- It is orderly and systematic, and it does not lead to rumours.
- It facilitates directing, decision-making, and controlling functions of the management.
- It has direct and official backing.

Disadvantages of Formal Communication

- Formal communication is generally a slow-moving and time-consuming process.
- It is not suitable for upward communication.
- It is mostly conveyed in an impersonal manner.
- It is sometimes routed through more than one authority level.

7.3.2 Informal Communication (or Grapevine)

Communication which does not follow any predefined channel for the transmission of information is known as informal communication. Informal communication takes place on the basis of informal (or social) relations among people in the organization. This type of communication moves freely and independently in all directions. Hence, it is very rapid, thereby spreading like a wild-fire. It is free from all sorts of formalities. It is based on informal relationships between the parties such as friendship and membership in the same club or association. It arises due to the personal needs of members of an organization. Usually, informal communication is done orally and using gestures. The network of informal communication is also known as 'grapevine' because the origin and the direction of such communication cannot be traced easily as in the case of a vineyard.

Informal communication is carried out using channels that are antithesis to the formal communication channels. It is established for societal affiliations of members in an organization and to facilitate face-to-face discussions. In informal communication, use of slang words and foul language is not restricted as in the case of formal communication. In any organization, informal communication is very natural as well as rampant, as people interact with each other and have discussions in context of their professional lives, personal lives, and other matters.

Informal communication does not follow predefined authority lines and prescribed channels. In an organization, it helps in finding out staff grievances, as people express more when talking informally rather than talking using the channels of a formal communication. Informal communication also helps in building relationships and trust, and promotes amiability. It may take the form of sharing of feelings, casual discussions, gossip, etc.

Persons at the executive level also use informal communication when they find it difficult to collect information from the employees. Such communication includes comments, suggestions, etc. It may be conveyed by a simple glance, gesture, smile, or even mere silence. Managers and executives also favour the growth and development of informal network of communication, off and on. This process, in fact, serves a very useful purpose in disseminating certain information, which, in the general interest of the organization, cannot be transmitted through the official channels.

Informal communication also offers the superior a clear insight into what his subordinates think and feel. However, at the same time, the weaknesses of the informal communication are also worth noting. Informal communication often tends to pass distorted, misinterpreted, and inaccurate, half-truth information and facts depending on the circumstances. But still, executives and managers cannot do away with informal communication.

Informal communication is of the following four types:

Single strand chain The communication in which one person tells something to another, who again tells something to some other person and this process goes on.

Cluster chain The communication in which one person tells something to some of his most trusted people and then they tell them to their trustworthy friends and the communication continues.

Probability chain This communication happens when a person randomly chooses some persons to pass on the information which is of little interest.

Gossip chain This communication starts when a person tells something to a group of people and then they pass on the information to some more people, and in this way, the information is passed on to everyone.

Advantages of Informal Communication

- Informal communication offers satisfaction to employees, especially those working under conditions of rigid control.
- It helps individuals to communicate such matters that they cannot do through official channels.
- It travels faster than formal communication because it is not required to follow a scalar chain of command.
- It operates in any direction through personal and social relations among the employees in the organization.
- It serves to fill in the gaps, if any, in the formal communication network.
- It is more powerful and effective in reducing the stress of work.
- It provides psychological and moral support to the employees.
- It enables the management to ascertain the employees' attitudes and reactions to various plans and policies.

Disadvantages of Informal Communication

- Informal communication often leads to rumours and develops misunderstandings.
- It does not follow any formal channel and, hence, cannot be relied upon.
- It is difficult to trace the source and direction of the flow of an informally conveyed message.
- It is not possible to fix the responsibility for its origin (or flow of information).
- It is not suitable for communicating confidential messages.

7.4 DIFFERENCES BETWEEN FORMAL AND INFORMAL COMMUNICATION

The points of contrast between formal and informal communication are discussed in Table 7.1.

Table 7.1 Differences between formal and informal communication

S.No.	Basis of Differentiation	Formal Communication	Informal Communication
1.	Type	It is a written communication	It is an oral and gestural communication
2.	Another Name	Official communication	Grapevine communication
3.	Reliability	More reliable than informal communication	Comparatively less reliable
4.	Speed	Slow	Very fast

Table 7.1 (Contd)

S.No.	Basis of Differentiation	Formal Communication	Informal Communication
5.	Evidence	Documentary evidence is present and can be used for future reference	Documentary evidence is absent
6.	Time taken	Time-consuming process	Lesser time taken
7.	Advantage	Effective due to the systematic flow of information	Efficient as employees can discuss their work related problems
8.	Disadvantage	Long chain of communication	No authenticity of this communication
9.	Secrecy	Full secrecy is maintained	It is difficult to maintain the secrecy
10.	Flow of information	Only through predefined channels	Can move freely as there are no prescribed channels

7.5 ON THE BASIS OF DIRECTION OF FLOW OF INFORMATION

According to the direction of flow of information, communication is divided into vertical, horizontal, and diagonal communications.

7.5.1 Vertical Communication

Vertical communication implies communication from up to down or from down to up, thereby being subdivided into downward and upward communications.

Downward Communication

Downward communication refers to the communication that flows from a superior to subordinates. The flow of this communication is from persons occupying higher positions to persons occupying lower levels in the hierarchy of an organization. It follows the line of authority from the top to the bottom of an organizational hierarchy. For example:

- The managing director communicating with the departmental heads;
- A manager giving a directive to an assistant manager;
- A foreman instructing a worker.

Downward communication can take place in the form of letters, orders, notices, circulars, instructions, bulletins, memoranda, etc.

Advantages of downward communication The merits of downward communication are as follows:

- Downward communication is suited to an organization in which the line of authority runs distinctly downwards.
- It explains policies and organizational procedures clearly.
- It clearly conveys an assessment of performances to subordinates.
- It passes on information about the significance of the job.
- It gives specific directives about the job being entrusted to a subordinate.
- It carries information on plans, policies, managerial decisions, and programmes from higher levels to lower levels.
- There is a very high degree of acceptance of downward communication because the persons occupying lower levels in the organizational hierarchy tend to have respect for a superior authority.

Disadvantages of downward communication The demerits of downward communication are as follows:

- Downward communication is time-consuming, as it takes a long time in transmitting information to the lowest level employee.
- It often leads to either over-communication or under-communication.
- It is not likely to be transmitted downwards in its entirety due to loss of information in the middle, i.e., information is often lost or distorted in the course of its journey down the chain of command.
- It loses some authenticity in long lines of communication. The more the levels, the more chances exist for the delay of information or its dilution.
- It smacks of too much authoritarianism.
- It faces problems with respect to coordination, distortion, and resistance.
- There are high chances of the information being filtered or modified at any level because managers take the decision what should be passed down to the employees.
- The accuracy of the information may also be hampered due to the status differences between the manager and employees, and also due to lack of trust on the part of the manager.
- Practically, even such a situation is widely observed, wherein managers withhold information, so that they can keep the employees dependent on them, which eventually leads to the employees being unable to carry out their tasks properly due to lack of information.
- There might be unnecessary conflict that results in spoiling the relationships between subordinates and their superior when the superior withholds relevant information.

Upward Communication

Communication that flows to a higher level in an organization from a lower level is called upward communication. It provides feedback on how well the organization is functioning. The subordinates utilize the upward communication for conveying their problems and performances to their superiors. The subordinates also use upward communication to intimate their superiors how well they have understood the downward communication. It can also be used by the employees to share their views and ideas, and to participate to some extent in the decision-making process.

For example:

- Performance reports made by lower level management for reviewing by higher level management;
- Expressing grievances of employees;
- Employee attitude surveys;
- Employee-manager discussions.

The managers are able to understand the employees' feelings towards their jobs, peers, supervisors, and the organization in general. Managers can accordingly take actions for improving things for better results.

Upward communication can take the form of memos, reports, suggestion systems, employee surveys, union publications, etc. Grievance redressed system, complaint and suggestion box, job satisfaction surveys, etc., all aid in improving upward communication.

Advantages of upward communication The merits of upward communication are as follows:

- Upward communication provides the management with necessary feedback on the effectiveness of the downward communication.
- It gives the superiors valuable information on what the employees think of the organization.
- It gives an opportunity to the employees to ventilate their problems and grievances.
- It provides superiors with constructive suggestions to promote the welfare of the organization.
- It makes the atmosphere of the organization congenial.

- It creates greater harmony and cohesion between the management and the employees.
- It helps the organization to introduce new schemes without unduly antagonizing the employees.
- It is in a condensed form since it passes through different levels in the organizational hierarchy.
- It leads to a more dedicated, committed, and loyal workforce in an organization because the employees are given a chance to raise and speak about dissatisfaction issues to the higher levels.
- It helps in the process of control as well as aids in the process of decision-making.

Disadvantages of upward communication The demerits of upward communication are as follows:

- Employees are usually reluctant to initiate upward communication unless the managers keep their doors open.
- Employees fear that any criticism may be interpreted as a sign of their personal weakness.
- Upward flow of communication is more prone to distortion than downward communication.
- Sometimes, the relationship between the employees and their immediate superior gets strained, and in turn, the work suffers.
- It is very probable that the employees might convey incorrect information with the aim to flatter and impress their superior.
- If the employees follow the theory of 'The boss is always right', then they might not pass information that would show that the opinions (or thoughts) of the boss are wrong.

Concept of Appointment of an Ombudsperson

The concept of Ombudsperson (or Ombudsman) took birth in the early part of the Swedish legislature. The literal meaning was 'an investigator of citizen complaints against government officials or agencies.'

The corporate ombudsperson's position arose from corporations' desire to enhance the job satisfaction of their employees, improve the communication between employees and management effectively, and also to avoid litigation.

A corporate ombudsperson works with employees and management by reviewing management decisions and intervening in employee-management disputes in order to provide an amicable solution. Generally, the methods the corporate ombudsperson may include responsive listening, investigation, mediation, direct resolution, and upward feedback to the management. The ombudsperson allows an employee to voice his concerns and advises the employer on the best way to deal with the situation. Since there are a variety of situations a corporate ombudsperson deals with and also because corporate culture varies from one company to another, there is no standard or specific job description or authority level for corporate ombudspersons, which can be laid down for the ombudsperson to follow.

General Electric, Mc Donnell Douglas, AT&T, etc., are a few companies using the ombudsperson in order to promote upward communication and to resolve the disputes within an organization.

7.5.2 Horizontal (or Lateral) Communication

Horizontal communication refers to the flow of information that takes place between persons holding equal rank in the same or different departments. It enables managers to exchange information and coordinate their activities without referring all matters to the higher levels of management. It promotes mutual understanding between managers and also enables the managers to form relationships with their peers. Horizontal communication usually takes place between:

- Two subordinates of the same superior;
- Two departmental managers (or functional managers);
- Any two or more persons who are bound to one another by a relationship of equality.

Advantages of Horizontal Communication

The merits of horizontal communication are as follows:

- Horizontal communication is extremely important for promoting understanding and coordination among various departments.
- It is helpful to resolve the interrelated problems of two or more departments.
- It speeds up information and promotes mutual understanding.
- It is required to make a coordinated effort in achieving organizational goals even if the employees are serving the organization in different capacities.
- It is essential in order to review the various activities assigned to various subordinates having identical positions.
- There is no superior-subordinate relationship in this type of communication, and it helps in promoting cooperation and solidarity, and also a cordial environment to work in.
- It is important to coordinate work assignments, share information on plans and activities, negotiate differences, and develop interpersonal support, thereby creating a more cohesive work-unit.

Disadvantages of Horizontal Communication

The demerits of horizontal communication are as follows:

- Persons at same level, giving social support to one another, may freely communicate among themselves but fail to communicate upward or downward.
- There is possibility of conflict and intergroup rivalry when differentiation of activities creates a subunit orientation rather than an organizational perspective.
- This kind of authoritarianism is likely to provoke bitterness and indignation among the employees.

7.5.3 Diagonal (or Crosswise) Communication

Diagonal communication refers to the communication that takes place between persons holding different ranks in different departments. In other words, it means the flow of information between persons who are neither in the same department nor at the same level of organizational hierarchy. There is no direct reporting relationship between persons having diagonal communication. It cuts across departmental barriers and increases the organizational efficiency by speeding up information. This type of communication takes place only under special circumstances.

Advantages of Diagonal Communication

The merits of diagonal communication are as follows:

- Diagonal communication increases organizational efficiency by speeding up information and cutting across the departmental barriers.
- It is much needed when the line managers delegate functional authority to line or staff units.
- Modern organization, which de-emphasizes hierarchical communication, prefers diagonal communication because it tends to be shorter and more effective than other types of communication.

Disadvantages of Diagonal Communication

The demerits of diagonal communication are as follows:

- Subordinates generally refrain from making commitments beyond their authority.
- The superior may not be willing to implement the suggestions as he has not been consulted.
- The lack of accepted procedure may lead to internal chaos.

7.6 ON THE BASIS OF MANNER OF EXPRESSION

According to the manner of expression (i.e., the different ways of conveying information), communication is divided into oral, written, and gestural (or non-verbal) communications.

7.6.1 Oral Communication

Oral communication means transmission of information through the spoken words, which may be in various forms such as the following:

- Face-to-face communication;
- Through electronic devices (such as telephone, intercom, etc.);
- Lectures;
- Interviews;
- Public speeches.

It is basically in the forms of speech and listening. It is found useful where a detailed explanation of a message is required. It is a flexible method of communication where the message can be changed to suit the needs of the receiver.

Advantages of Oral Communication

The merits of oral communication are as follows:

- It is a natural method of communication.
- There is high level of understanding and transparency in oral communication as it is interpersonal.
- It is less expensive and quicker as compared to written communication.
- It removes distances and barriers between the communicator and the receiver.
- It ensures better understanding of the message communicated.
- It is a flexible method where messages can be changed to suit the needs of the receiver.
- It leads to transmission of information in a speedy manner, thereby giving the communicator and the receiver an opportunity to enable an instant response. Feedback plays a major role in an effective communication.
- Since oral communication ensures direct contact between the communicator and the receiver, it also acts as an effective tool for motivation of the employees to whom the superiors communicate their message.
- It helps in building the team-spirit within an organization, thereby leading to a friendly and cooperative working environment.
- It helps in attaining a better superior-subordinate relationship, which promotes a healthy work culture in the organization. It also gives the subordinate a feeling of importance and helps the superior in better understanding of the minds of his subordinates.
- Since it enables better understanding, it further plays a major role in avoiding conflicts between the communicator and the receiver.
- There is no element of rigidity in oral communication. There is flexibility for allowing changes in the decisions previously taken.
- It can best be used to transfer private and confidential information or matters that require the secrecy to be maintained.
- It is the most time-saving type of communication. Nowadays, it is widely observed that managers are trying to cut down on paper work by giving instructions to their subordinates orally.
- Due to its personal touch, it is the most effective tool of persuasion. At the time of resolving a conflict between the supervisor and the workers, it is pertinent to talk to the workers nicely and persuasively. Written communication cannot be of help at that time.

- Oral communication is also cost-effective. It saves the money spends on stationery.
- It gives the sender sufficient scope to mould his message, tone, voice, pitch, etc., depending upon the kind of response from the receiver. This is in stark contrast to written communication where words once written and communicated cannot be changed as per the whims and fancy of the sender.

Disadvantages of Oral Communication

The demerits of oral communication are as follows:

- It provides no record for future reference; hence, it has the chance of losing its effectiveness.
- It has a tendency of being distorted either wilfully or unknowingly.
- It may create legal problems in future, as there is no written record that can be preserved for future evidence.
- It may generate communication gaps due to lack of understanding on the part of the receiver if he is not able to comprehend the message properly.
- Putting reliance on oral communication may not be sufficient as business communication is supposed to be formal and very well-organized.
- It is considered to be less authentic than written communication as the former is informal and not as organized as written communication.
- It is difficult to act on it due to missing details.
- It is not an appropriate means of communication where the message to be transmitted is lengthy in nature.
- Due to lack of experience on the part of some employees, the message might be misconstrued.
- Oral communication may fail miserably if the attitude of the sender and the receiver is not right. It requires attentiveness and great receptivity on the part of the receiver.
- It becomes very difficult to assign responsibility (or hold someone accountable) for anything going amiss or for committing any error of omission in oral communication.
- Retention of the messages conveyed verbally poses a problem due to limitation of human memory. Since there is no written record also to verify, it becomes a serious limitation of oral communication.

7.6.2 Written Communication

Written communication means transmission of information through written words. It has enormous significance in today's business world. It is an innovative activity of the mind. Effective written communication is indispensable for preparing worthy promotional materials for business development. Although speech came before writing, writing is more unique and formal than speech. Effective writing involves careful choice of words, their organization in correct order in sentences formation, as well as cohesive composition of sentences. Writing ensures more validity and reliability than speech. Speech is spontaneous but writing causes delay and takes time as feedback is not prompt. Written communication may consist of messages in the following forms:

- Letters;
- Circulars;
- Notes;
- Notices;
- Telegrams;
- Bulletins;
- Reports;
- Memoranda.

Written communication provides a permanent record for future reference. It enables information to be conveyed far and wide. It should be concise, complete, and correct in order to make it effective.

Advantages of Written Communication

The merits of written communication are as follows:

- It may be transmitted to numerous persons simultaneously.
- It provides a permanent record for future reference.
- It is more effective than oral communication.
- It is an ideal way of transmitting lengthy messages.
- It is a formal communication and, thus, carries more weightage.
- It can be quoted as legal evidence in case of any dispute.
- It tends to be definite, accurate, and precise, as it is drafted in such a proper manner.
- For communication between parties located at distant places, it is a very cost-effective form of communication.
- It is ideal for messages that depict statistical details.
- It facilitates proper assignment of responsibilities and helps in creating accountability.
- Well-drafted written communication helps in building the goodwill of an organization. Therefore, letters or messages of reputed organizations are cited as examples to be emulated by others.
- Written communication promotes uniformity in policies and procedures of an organization, as it explicitly lays down the clear working guidelines to be followed within an organization.

Disadvantages of Written Communication

The demerits of written communication are as follows:

- It is an expensive and time-consuming method of communication. Both encoding and transmission of messages take time, thereby leading to delays.
- It is very formal and, therefore, lacks a personal touch of sophistication, which is present in case of verbal communication.
- Written communication finds it difficult to maintain secrecy.
- It may be unsuitable if unknown words and unfamiliar phrases are used.
- It encourages red-tapism and involves numerous formalities.
- Chances of misunderstanding arise because it is subjective in nature, and different people may interpret the message in different ways.
- Immediate feedback, like in case of oral communication, is not possible here.
- Immediate clarification is not possible when the receiver wants to clarify some doubt. He will have to type a letter, send it, and then wait for the response.
- The articulation ability of all employees may not be great. Hence, written communication runs a high risk of becoming ineffective in the hands of people who are good in their job but poor in expression of their thoughts.
- It is also a costly means of communication in terms of the man-hours deployed in the process of written communication. Man-hours are lost in taking dictation, typing, entering, despatching the letter, etc. The same job can alternatively be done more efficiently as well as expeditiously by harnessing modern tools and technologies of communication.
- Effective written communication requires great skill and competency in language and vocabulary use. Poor writing skills and quality of communication have a negative impact on organization's reputation.
- Too much paperwork and burden of numerous e-mails are involved.

7.6.3 Gestural Communication (or Non-verbal Communication)

This refers to the form of communication through body language. In other words, it implies communication through action. It may take place in the following forms:

- Facial expressions;
- Movement of hands;
- Movement of head;
- Movement of lips;
- Wink of an eye;
- Tone of voice;
- Nodding of head;
- Mere silence.

It includes human and environmental elements for conveying messages or responses. Gestural communication is extremely important for interpersonal communication.

Scenario 1 Ram is sitting in front of an interview panel with arms crossed. So far he has not been asked a single question. However, his crossed arms have spoken louder than the words.

Tip 1 Never keep your arms crossed especially during formal one-on-one meetings. It suggests you are not open to feedback and could also suggest that you are trying to dominate the situation.

Scenario 2 Riya is giving a presentation to a group of 30 people. However, she keeps her gaze fixed at the centre of the classroom. Her gaze has spoken louder than her words.

Tip 2 Your gaze at one person should not be more than 4 to 5 seconds while delivering a presentation or while communicating with a large group.

Scenario 1 and 2 clearly demonstrate the importance of non-verbal communication. Hence, non-verbal communication is the communication of feelings, emotions, attitudes, and thoughts through body movements, gestures, eye contact, etc.

Components of Non-verbal Communication

Kinesics It is the study of facial expressions, postures, and gestures. For instance, in Argentina, raising a fist in the air with knuckles expresses victory, whereas in Lebanon, raising a closed fist is considered rude.

Oculesics It is the study of the role of eye contact in non-verbal communication. For instance, in the first 90 seconds to 4 minutes, one decides if h/she is interested in someone or not. Studies reveal that 50% of this first impression comes from non-verbal communication which includes oculesics. Only 7% comes from words that we actually say.

Haptics It is the study of touching. An acceptable level of touching varies from one culture to another. For instance, in Thailand, touching someone's head may be considered as rude.

Proxemics It is the study of measurable distance between people when they interact. Studies suggest that the amount of personal space when having an informal conversation should vary between 18 inches to 4 feet, whereas the personal distance needed when speaking to a crowd of people should be around 10 to 12 feet.

Chronemics It is the study of use of time in a non-verbal communication. For instance, when an employee does not worry about running a few minutes late to meet a colleague, a manager who has a meeting with the CEO, a late arrival will be considered as a non-verbal cue that h/she does not give adequate respect to his superior.

Paralinguistics (or vocalics) It is the study of variations in pitch, speed, volume, and pauses to convey meaning. Interestingly, when the speaker is making a presentation and is looking for a response, he will pause. However, when no response is desired, he will talk faster with minimal pause.

Artefacts (or physical appearance) Your physical appearance always contributes towards how people perceive you. Neatly combed hair, ironed clothes, and a lively smile will always carry more weight than words. The appearance of a person speaks at large about his personality, i.e., by way of clothing, lifestyle, etc. This kind of communication is known as artifactual communication.

7.7 DIFFERENCES BETWEEN VERBAL AND NON-VERBAL COMMUNICATION

The points of contrast between verbal and non-verbal communication are discussed in Table 7.2.

Table 7.2 Differences Between Verbal and Non-Verbal Communication

S.No.	Basis of Comparison	Verbal Communication	Non-verbal Communication
1.	Meaning	The communication in which the sender or the communicator uses words to transmit the message to the receiver or the communicate	The communication that takes place between sender and receiver with the use of signs or body language
2.	Types	Formal and informal	Chronemics, vocalics, haptics, kinesics, proxemics, and artefacts
3.	Time consuming	No	Yes
4.	Chances of transmission of wrong message	Rarely happens	Happens most of the time
5.	Documentary Evidence	Yes, in case of written communication	No, since signs or body languages are used to convey the message
6.	Advantage	The message can be clearly understood and immediate feedback is possible	Helpful in understanding emotions, status, lifestyle, and feelings of the sender
7.	Personal presence	The message can be transmitted through letters, phone calls, etc., so the personal presence of the parties doesn't make any change	The personal presence of both the parties to communication is a prerequisite for a non-verbal communication

Verbal and non-verbal communications are not a paradox of one another, but they are complementary to each other. It is rightly said that, 'Actions speak louder than words.' In short, both the types of communication go side-by-side and enable in making a proper flow of communication.

Verbal communication is obviously an important part of life as we use words to communicate. However, we have to weigh the importance of non-verbal communication from the point of view of others too. Deaf and dumb persons also use sign language for communicating with other people. Hence, this is the significance of non-verbal communication in the lives of so many people.

7.8 DISTINCTION BETWEEN ORAL AND WRITTEN COMMUNICATION

The points of contrast between oral and written communication are discussed in Table 7.3.

Table 7.3 Distinction Between Oral and Written Communication

S.No.	Basis of Distinction	Oral Communication	Written Communication
1.	Meaning	It is a transmission of a message through spoken words	It is a transmission of a message through written words
2.	Preservation	No record for future reference	Permanent record for future reference
3.	Verifiability	No evidence to verify	Verified from written records
4.	Secrecy	Can be kept secret	Cannot be kept secret
5.	Speed of transmission	Takes less time	Takes more time
6.	Personal touch	High	Low
7.	Flexibility	Quick action	Delayed action

7.9 CORPORATE COMMUNICATION

Corporate communication implies the ideas, views, and information that are meant to be conveyed amidst corporate houses. Corporate communication has evolved in the late 1980s. In the era of globalization and liberalization, communication plays a pivotal role in any organization.

From the point of view of India, corporate concerns refer to those business organizations that are formed or registered under different statutes and have a separate legal entity. For example, The Indian Companies Act, 2013; The Indian Trust Act, 1882; The Cooperative Societies Act, 1912; and other Special Acts of Parliament or State Legislature.

To facilitate corporate communication, a business manager needs to develop considerable interpersonal skill, such as effective speaking, writing, and listening in order to best assist information sharing within their departments.

Corporate communication includes internal and external communications, which are further explained in the forthcoming sections.

7.9.1 Internal Communication

Internal communication is the process of exchanging information among the people of different levels of the hierarchical structure (i.e., internal participants within the organization). It facilitates conversations and strategic connections within an organization. It can take place at various levels, such as between managers and employees, peer-to-peer, leader-to-leader, employee-to-employee, and so on. Both formal as well as informal channels are used for internal communication.

Effective internal communication is imperative for all business organizations. Internal communication, when done efficiently, helps in improving collaboration and performance of employees on a regular basis. It ensures that the people working in an organization are committed to achieve ground-breaking business results. It empowers them to deliver the organization's business strategy by supporting the beliefs, behaviours, and culture that shapes the organization's future. It helps in creating the kind of culture and employee-engagement that creates a competitive edge. In an ever-evolving and connected world, success depends profusely on how effective the communication is.

7.9. External communication is the transmission of information between a business concern and another person or entity in the organization's external environment. For example, communication takes place between a manager and external groups, such as customers, suppliers, vendors, banks, financial institutes, investors, shareholders and society at large, etc. Another example, to raise the capital, the managing director of a company interacts with the bank manager, etc.

External communication would also include any information that an organization distributes to the public either about itself or about its products and services. A well-thought out communication plan not only defines the target audience but also focuses deeply on how to reach the target audience effectively. The goal of external communication is to promote the organization and increase its revenue. External communication is an important part of an overall marketing plan and is gaining great importance in the present times. Few examples of external business communication are direct mailings, dissemination of financial records and annual reports, press releases, and newsletters.

External communications in the form of newsletters, media stories, and press releases create awareness among the public at large. It acquaints them with the organization's efforts and other related activities that help to strengthen the public relations efforts of an organization.

7.10 PLANNING CYCLE FOR CREATION OF CORPORATE COMMUNICATION

The process involved in the development and implementation of the plan for corporate communication is a continuous one, thereby having a cyclic effect. Hence, it is referred to as the corporate planning cycle. The steps are explained in Fig. 7.2.

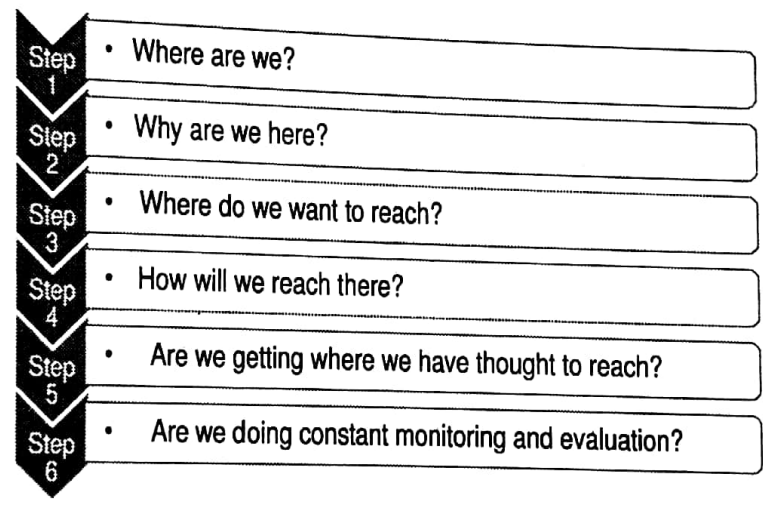


Fig. 7.2 Steps involved in corporate planning cycle

Situation analysis Steps 1 and 2 in Fig. 7.2 refer to the situation analysis, which involves a clear understanding of the current problems and bottlenecks that an organization is facing. Research work plays a dominant role here because it helps in understanding the behavioural ideas.

Setting the objectives after proper analysis In this stage, identification of the role of communication is ascertained in order to resolve the problems that were encountered in the previous stage. Fair amount of consideration is given to the attitudes and behavioural aspects.

Selection of a strategic plan In this stage, after considering all the relevant factors, the most effective strategy for the communication programme is chosen.

Assessment of the effect of communication The outcome of the communication planning cycle is evaluated on an incessant basis. This is done to ensure that the implementation of the communication plan was done well.

Attaining feedback through continuous monitoring The result of an action is not known explicitly until it receives a proper feedback. Therefore, feedback is attained, and if there are deviations from the plans that were originally frames, then such deviations are sorted properly. The process of taking feedback and acting upon it is also a continuous one.

7.11 FUNCTIONS OF A CORPORATE COMMUNICATION DEPARTMENT

Corporate communicator aids the top management in preparing news conference questions. Corporate communication department plays a key role in how investors, creditors, and the general public perceive a company. He often reports directly to a company's chief executive officer (CEO). Corporate communicator's work profile includes serving as adviser in managing a company's reputation. He helps leaders in preparing for media interviews, develops messages to deliver to investors and employees, and also suggests novel ideas and initiatives to keep companies on the cutting edge of communication with their stakeholders. Few areas in which the corporate communication departments work are as follows:

Media relations Media relations work includes writing and distributing press releases and responding to media inquiries. Corporate communicators oversee the process and entire planning for news conferences, which incorporate selecting the site for an event; arranging for banners, hoardings, and other graphics to be displayed at the event; preparing pamphlets of information to distribute to the media; and preparing the senior executives to speak at the news conferences and how to face the hard-hitting questions from the media. Media relations also involve arranging for spokespersons, if needed. Corporate communicators monitor newspapers, television news broadcasts, and other outlets to see what the media is saying about the company and to devise strategies to address misinformation and to tackle adverse situations in a public forum.

Public relations Building cordial relationships with customers and responding to inquiries from the public fall under the public relations function of corporate communication. Duties in this area include producing newsletters, brochures, and other printed materials designed for the general public use. Corporate communicators also manage a company's website and social media presence, which includes monitoring what customers and clients are saying about the company on social networking websites and responding to inaccurate posts or requests for information. This is currently very prevalent due to the rising popularity of social media forums like Facebook, Twitter, etc. Communication professionals may respond directly to calls and e-mails from citizens and customers with questions about a company's plans or activities. They arrange for speakers from the company to make presentations to local community groups in order to increase the social presence of the organization.

Crisis communication When a grave event occurs that threatens public safety or a company's goodwill, corporate communicators function as advisers to CEOs and other senior leaders in managing the crisis efficiently and effectively. Crisis communication enables the corporate communicators to prepare for events such as chemical spills, violence in the workplace, an accidental death on the job, layoff announcement, and allegation on the company's wrongdoing. They often work with staff throughout their organizations to develop crisis communication plans before the disaster strikes in real. A crisis may require communication staff to work with attorneys, government regulators, political officials, emergency response personnel, and communication staff from other companies when developing crisis messages that are to be circulated at the time of crisis.

Employee communication In addition to conveying a company's messages to the external audience, corporate communicators may also be called on to function as employee communication managers, which include performing work such as designing printed publications and writing e-mails to make announcements related to the company. Corporate communicators may facilitate focus groups to learn what issues immensely

affect the front-line employees. They advise senior leaders on how to improve relationships with their staff and gain support for their initiatives.

7.12 COMMUNICATION NETWORK

Network implies the channels through which the messages pass from one person to another. Communication network means the pathways along which the information flows in groups and teams within an organization. The choice of communication network depends upon the following:

- The nature of the task that a group has to perform;
- In order to achieve the goals of the group, the extent to which the group members are required to communicate to each other.

Few of the functions of communication network are as follows:

- Communication network provides appropriate mechanism for directing the activities of an organization as a whole.
- It facilitates the exchange of information within an organization.
- It provides the means for coordinating the activities of individuals, groups, and other subunits within an organization.
- It ensures the flow of information between the organization and its external environment.

The types of network can be divided into two parts such as centralized network and decentralized network. Centralized network is subdivided into chain communication network, Y communication network, and wheel communication network, whereas decentralized network is subdivided into circular communication network and star or all channels communication network.

7.12.1 Centralized Communication Network

The centralized communication network is most suitable and effective for simple problems. All the information is passed through a central position. The different types of centralized network are as follows:

Chain communication network In the chain network, one person passes the information to another, downwards, as per the hierarchical levels within an organization (Fig. 7.3). People at all levels pass the information further as per their chain of authority. It only allows vertical movement and is strictly hierarchical in nature. The merit of this type of network is that there is a leader at the top of the hierarchy to instruct and guide the others. It is useful for tasks that have to be performed within a definite time-frame and without any deviations. However, one demerit is that there is likely to be a case of filtering of information, as the communication is flowing through various stages.

Y communication network It is a variation of the Chain Network. The messages and flow of information move vertically between the superiors and the subordinates in the hierarchy. It is somewhat less centralized than the wheel network, but more centralized than most of the other patterns. An apt example of this type of network is the police service.

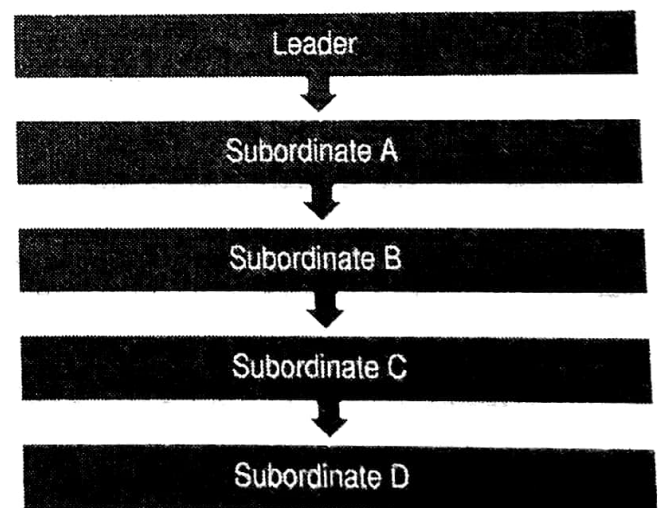


Fig. 7.3 Chain communication network

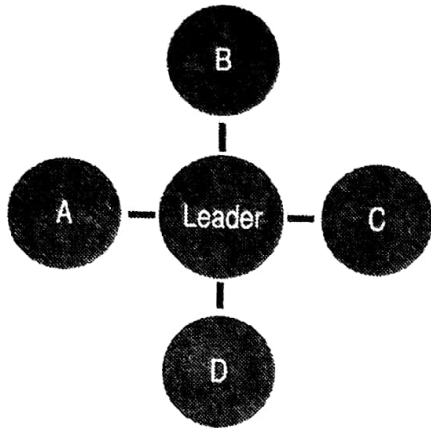


Fig. 7.4 Wheel communication network

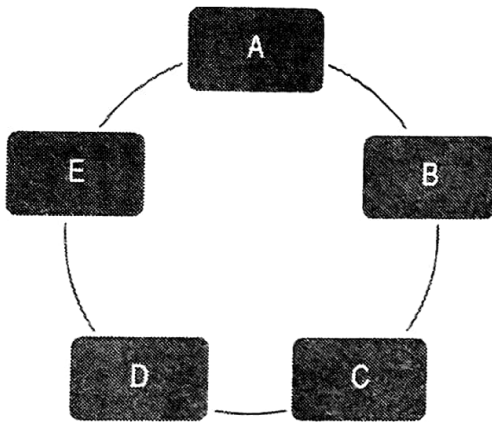


Fig. 7.5 Circular communication network

Wheel communication network This type of network is characterized by the centralized position of a clear leader; he is the sole person who can send messages to all the members and also the only one who can receive messages from all the members (Fig. 7.4). In this type of network, rapid decision-making is possible, but the group morale is low, since everyone is not able to take an active part in the decision-making. The leader may feel himself to be the only important and powerful person.

7.12.2 Decentralized Communication Network

Decentralized communication network is effective in solving problems that are complex in nature. It is useful when a particular task requires the group to perform numerous and varied operations. This type of network gives the participants a feeling of self-determination and provides more socioemotional satisfaction. The different types of decentralized communication network are as follows:

Circular communication network A circle network has no leader, thereby ensuring total equality and no discrimination. Each member of the circle or group has the same power or authority, and all have an equal say in the decision-making (Fig. 7.5). The group morale is very high because of the active involvement of all the members. However, one problem is that the information move very slowly in this type of network.

Star or all channels communication network In this type of network, all members are equal and possess exactly the same power to influence the others. However, in this type of network, any member may communicate freely with any other member. There is absolutely no restriction on their communication powers. This pattern allows the greatest member participation. Communication through this type of network generally occurs in the form of memos, formal letters, and reports.