



ARKA JAIN
University
NAAC GRADE A ACCREDITED UNIVERSITY

**CENTRE FOR
DISTANCE AND
ONLINE EDUCATION**

MANAGERIAL EFFECTIVENESS AND ETHICS

Semester-01

Master of Business Administration

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**CENTRE FOR
DISTANCE AND
ONLINE EDUCATION**

Managerial Effectiveness and Ethics

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UNIT

01

EFFECTIVE COMMUNICATION

**Names of Sub-Units**

Concept of Communication, Importance of Communication, Process of Communication, Types of Communication, Principles of Effective Communication, Addressing the Barriers to Communication, Technology and Business Communication

**Overview**

The unit begins by explaining the concept of communication—its definitions, importance, types, process and principles. You will learn why communication is important for businesses.

**Learning Objectives**

In this unit, you will learn to:

- ❖ Explain the concept of communication
- ❖ Describe the importance of communication
- ❖ Discuss the process of communication
- ❖ List the types of communication
- ❖ State the principles of effective communication

**Learning Outcomes**

At the end of this unit, you would:

- ❖ Evaluate the application of communication in business
- ❖ Appraise the role of technology in communication



Pre-Unit Preparatory Material

❖ <https://www.manage.gov.in/studymaterial/ec.pdf>

1.1 INTRODUCTION

Communication is a process of sharing information between two or more individuals to reach a common understanding. It is a vital part of any human interaction. People need to express their thoughts, ideas, feelings and views to connect with others and share information. They interact with each other in various ways by using words, actions or expressions. Effective communication is of paramount importance for people, whether it's their personal life or professional life.

The success of any business depends a great deal on building sound professional relationships. Communication is a crucial factor in developing good business relationships. It is of paramount importance for people to communicate the right message at the right time and the right place while dealing with customers, investors, government, media and various other stakeholders. Any miscommunication or ambiguity in the message may negatively impact the image of the organisation. Apart from this, at the workplace, there happens to be interpersonal communication between colleagues, superiors and subordinates. They need to communicate with each other to explain common goals and objectives, operational structure, job expectations, work ethics, rules and policies, etc. Lack of communication among people at the workplace may lead to chaos and conflicts.

1.2 CONCEPT OF COMMUNICATION

Communication can be described as a process of expressing and transmitting ideas, thoughts, opinions or beliefs among individuals, either verbally or nonverbally. In other words, communication is a process that involves transferring information from one party to another. The word communication has been derived from the Latin word *communis*, which means common. Thus, there can be no communication unless there is a common understanding resulting from the exchange of information among individuals. Different management experts have defined communication differently. The following are some popular definitions of communication:

According to Oxford English Dictionary, *Communication means the imparting, conveying, or exchange of ideas, knowledge, etc., whether by speech, writing or signs.*

According to Keith Davis, *Communication is the process of passing information and understanding from one person to another.*

In the words of Keyton, *Communication can be defined as the process of transmitting information and common understanding from one person to another.*

Thus, communication means to convey facts, ideas, feelings and thoughts. It is the most important activity for social living.

1.2.1 Importance of Communication

Communication may be verbal or nonverbal but the basic objective remains the same, i.e., to express and transmit ideas, thoughts, opinions or beliefs among individuals. In an organisation, the importance of communication cannot be denied. Whether it is between the management and the employees or among the employees or even between the organisation and its customers, communication needs to be effective for the success the organisation wishes to achieve. Thus, all need to have good or rather excellent

communication skills. Business communication is the most important ingredient of any business. However, small or big a business may be, its success depends on how effective its communication system is, for communicating within or outside the organisation.

Inaccurate or ineffective communication may lead to conflicts within the organisation and loss of goodwill outside it. Communication skills are a prerequisite to personal, academic and professional success. Good communication skills help young managers kick-start their careers. In fact, according to a study, the basic skills required at the entry-level of today's jobs are communication skills, and these include all aspects of communication, that is, oral, written and listening skills. Even for building good relations in any profession, you require good interpersonal skills for which you need excellent communication skills. For every profession, communication skills are important, as they help in the smooth and effective working of an organisation. Good communication skills can enhance your career growth and personality, and you have the confidence to influence and motivate rather than just command and control.

Effective communication can help in achieving organisational success as well because the satisfaction level of the employees increases and hence their productivity level multiplies. Even an individual's effectiveness increases by enhancing his/her communication skills. Thus, as it is in the interest of both an individual and an organisation, it becomes very important for all to study Business Communication as well as understand and adopt the various techniques that can help enhance the productivity of all, thereby moving towards success. The success or failure of any organisation depends a great deal on effective communication.

In an organisational setting, individuals can't survive without effective communication. This is because communication enhances the element of socialisation among individuals, which ultimately leads to team spirit and enhanced

productivity. Communication plays an important role in all the functions of an organisation.

1.2.2 Process of Communication

Communication follows a cyclic pattern for the delivery of a message, fact, thought or idea. Communication is a process that involves at least two people: sender and receiver. The purpose of communication is achieved only when the receiver decodes the message and understands it the way the sender wanted him/her to. There are six elements that make communication successful and effective. Figure 1 shows these six elements:

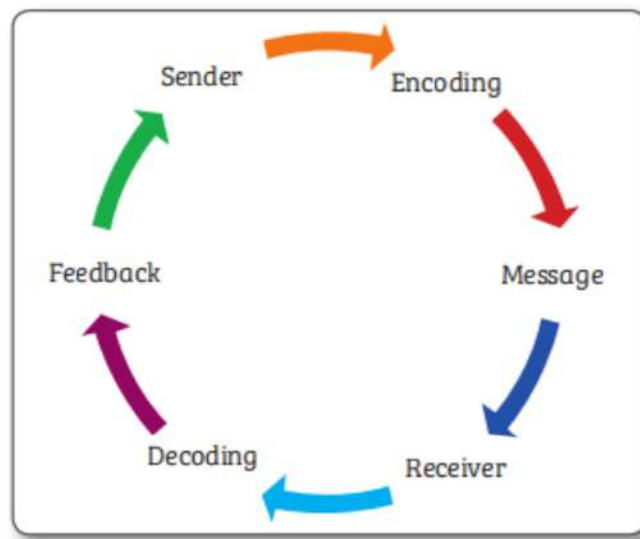


Figure 1: Elements of Communication

Let us discuss each of these elements in detail.

1. **Sender:** A person who sends the intended message to another individual(s). A sender is the source of information in the process of communication. For effective communication, the sender should keep in mind the background of the audience before sending any message.
2. **Encoding:** It is a process that puts the thoughts of the sender in a framework of symbols or words for transmitting the message to the audience.
3. **Message:** It is a collection of symbols or words that conveys the intention of the sender. The message is sent by the sender to the audience. Communication is said to be effective if the audience perceives the same as what the sender intends to convey through the message. Thus, it is important for the sender to compose a message in such a manner that it can easily be understood by the audience. The message should be free from ambiguities so that it can be interpreted. Moreover, the sender should select an effective medium of communication depending on the priority of the message.
4. **Decoding:** It is a process of deciphering the encoded message received from

the sender and understanding its intended meaning.

5. **Receiver:** The receiver is the person to whom the decoded message reaches. In other words, the receiver is the audience or destination of the message.
6. **Feedback:** It is the response of the receiver to the message sent by the sender. Feedback is the acknowledgement of receiving the message or a reply to the message.

1.2.3 Types of Communication

As discussed earlier, in an organisation, communication can happen at any level, such as between employees, between managers and subordinates, between departments and between employees and third parties like customers and suppliers. Communication can happen based on the target audience, the purpose of communication and the communication channels used. Figure 2 shows different types of communication:

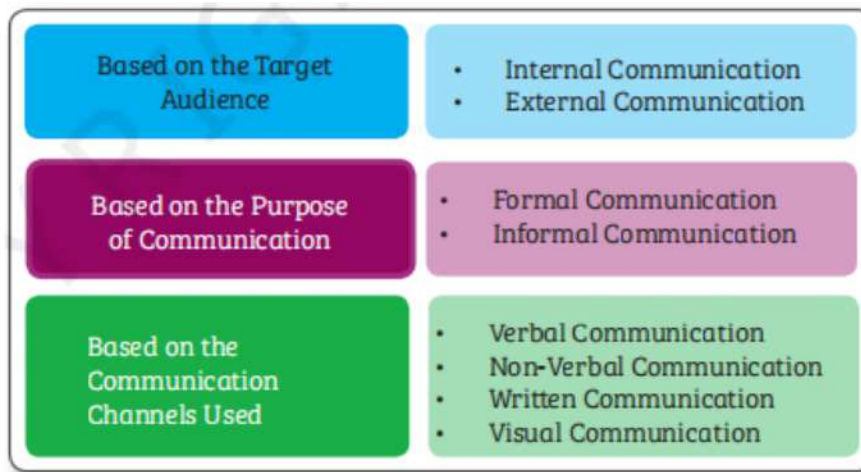


Figure 2: Different Types of Business Communication

Let us now discuss different types of business communication in the following section.

Internal and External Communication

In an organisation, the target audience can be within the organisation (employees, managers and departments) or outside the organisation (customers, suppliers, dealers and distributors). Thus, communication can be internal or external in the organisation.

Let us discuss these two types of communication in detail:

1. **Internal communication:** This type of communication occurs inside the organisation. Internal communication is categorised into the following types as shown in Figure 3:

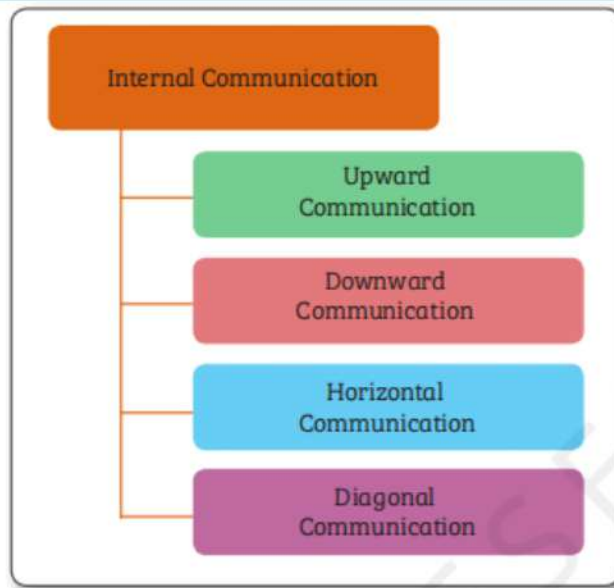


Figure 3: Types of Internal Communication

Let us discuss the various types of internal communication.

- ◆ **Upward communication:** This type of communication flows from the lower level to the upper level in the organisational hierarchy. For example, when a team member communicates to the team leader, it is upward communication.
 - ◆ **Downward communication:** This type of communication flows from the upper level to the lower level in the organisational hierarchy. For example, when a team leader issues orders and instructions to the team members, it is downward communication. Similarly, the announcement of new policies and rules through official statements, boards, memos, reports, speeches and notices is a form of downward communication.
 - ◆ **Horizontal communication:** This type of communication flows between employees working at the same level. For example, communication between a financial analyst and a market analyst regarding financial plans is horizontal communication.
 - ◆ **Diagonal communication:** This type of communication flows between individuals in different teams and at different levels in the organisational hierarchy. For example, communication between the head of the IT department and the marketing head regarding newly developed marketing software is diagonal communication.
2. **External communication:** This type of communication occurs outside the organisation. For example, communication between the production manager of an organisation and vendors regarding the quality of raw material is external communication. The main aim of external communication is to enhance organisational performance, goodwill and brand image.

Formal and Informal Communication

In an organisation, communication can happen for various purposes, such as sharing organisational policies with employees, interviewing customers and maintaining relationships among employees.

Based on the purpose, business communication can be divided into the following:

1. **Formal communication:** This type of communication takes place in an official style in professional settings, business meetings and conferences. In such communication, some certain rules and principles need to be followed while conveying a message. Formal communication requires a straightforward approach and a line of authority. The use of slang words is prohibited in formal communication.
2. **Informal communication:** Informal communication is a free form of communication and does not follow any fixed pattern. This type of communication does not follow any rigid rule or guideline; thus, it also evades any restriction of time or place. In organisations, informal communication helps in understanding and addressing employee grievances as people express themselves freely while talking informally.

Verbal and Non-Verbal Communication

In an organisation, communication can take place through various channels such as e-mails, memos, speech and gestures. Based on the channels used, communication is classified into the following categories:

1. **Verbal communication:** This type of communication involves the use of sounds, words and language. Effective verbal communication is an integral part of any business. It is broadly classified into two types, which are:
 - ◆ **Interpersonal communication:** This type of communication takes place between two or more people, generally at a personal level. In interpersonal communication, a message is transmitted from one person to another.
 - ◆ **Public speaking:** This type of communication takes place between a single speaker and a group of audience for a common cause.
2. **Non-verbal communication:** It is a type of communication that involves the use of signs and symbols. Non-verbal communication does not use words or sounds. It includes gestures, tone of voice (inflections), smell, touch and body motion. For example, the gesture of a finger on the lips can be used to tell the other person to be silent.

Written and Visual Communication

Apart from verbal and non-verbal communication, communication can also be

categorised as written communication and visual communication based on the channels used.

Let us discuss these two types of communication as follows:

1. **Written communication:** In this type of communication, a message is conveyed in a recorded form. It includes e-mails, articles, reports and memos. Written communication can be used to convey information formally or informally. For example, a notice regarding a change in the project schedule on the notice board is an example of written communication. Written communication lacks an immediate response from the receiver. Thus, there should be a careful selection of words and phrases in the message.
2. **Visual communication:** This type of communication involves the visual display of information through aids such as photos, signs, logos, codes, symbols and designs. It is one of the most effective tools of communication as it attracts the immediate attention of individuals.

1.2.1 Principles of Effective Communication

To make our communication, written or oral, effective, we need to keep in mind the 7 Cs of communication that are depicted in Figure 4:



Figure 4: The 7Cs of Effective Communication

Let us discuss each one of them to be able to make our communication more effective.

1. **Clarity:** The message that the sender wishes to send should have the same meaning for the receiver as well. For this, the sender needs to have both the clarity of thought as well as the clarity of expression. The process of communication begins with the generation of an idea in the mind of the sender. But, is he/she clear about the message, he/she wishes to send across?

For this, a sender should be able to understand and answer the following questions:

- ◆ What is the objective of the message?
- ◆ What is the message?
- ◆ To whom do I wish to convey the message?
- ◆ Which would be the most suitable medium to convey the message most effectively?

Once the sender has clarity of thought, he/she needs to express the message in clear and simple language. There is no use of sending a message if it cannot be understood correctly by the receiver. To ensure clarity of expression, the following points must be remembered always: Use simple words, avoid phrases, use active voice instead of passive voice, avoid jargon, avoid ambiguity and avoid long sentences.

2. **Completeness:** Communication must be complete to avoid any confusion in the mind of the receiver. In fact, if the message is incomplete, the receiver is left guessing and thus causes delay further action on the message issue. Therefore, the message needs to include all the required facts and details on which further action might depend. It is advisable to check and see whether the message answers the 'five W' questions — What, Why, When, Where and Who — before sending it across. In a business scenario also, letters, notices, etc., need to be complete in all aspects to make our communication effective and fast, because unclear messages delay further action.
3. **Conciseness:** Conciseness or brevity saves time and the message is communicated without being lengthy. 'Time is money,' so why waste it. Say all you want to in the fewest possible words and you will save time and money for both yourself and the receiver. Only relevant facts and details should be added, and all unnecessary ones should be avoided. You should avoid trite and wordy expressions to add more clarity. Repetition causes monotony even if you are trying to stress a point. And, of course, you need to organise your message well to add effectiveness to your communication.
4. **Consideration:** Never prepare a message from your point of view alone, always keep the receiver in mind and you can never go wrong. The sentiments of the receiver should always be understood and kept in mind. The sender needs to adopt a more humane approach, and the needs and socio-psychological background of the receiver should be understood. 'First understand then be understood' is the golden rule for communication. For

this, remember the following tips and you have been considerate. Gender bias should be avoided because you need to look around and understand that the business world is no longer dominated by men. So, use words free from gender bias. Sometimes you may have to complain, refuse, say 'no', etc., but if done straightforwardly, the impact may be harmful, even disastrous. Therefore, just sugar-coat what you say; in a business letter, all is accepted calmly if expressed positively. In fact, saying or positively expressing 'No' tells the receiver of your genuine difficulties and thus helps you retain your customers for the future. Integrity can never be a redundant value, even in this highly materialistic world. So, go ahead and display your values.

5. **Correctness:** Correctness in business communication includes the format, grammar, punctuation and the spelling. It's always good to keep a dictionary handy, to look up a word rather than to make a grave mistake. You need to remember that correctness also implies giving correct facts. Therefore, correct facts, correct format, correct grammar, correct spellings and correct time enhance the effectiveness of the communication process.
6. **Concreteness:** Instead of vague or generalised statements, our communication needs to be specific. Our words should be supported by relevant facts and figures.
7. **Courtesy:** Last but not the least is courtesy. Courtesy and good communication skills empower us and help us build better relationships in both our personal and professional lives, and go a long way. In a business scenario as well, this basic human value is very much required. We need to create friendliness around us whether it is between us and the others in an organisation or between us and our customers and dealers. The golden rule is 'Treat others as you wish to be treated'. An act of courtesy will gain you many more friends than an act of rudeness or arrogance.

1.2.2 Addressing the Barriers to Communication

Communication often faces several obstacles that distort the intended meaning of the message. These obstacles are called communication barriers.

The barriers to communication can be categorised into various types, which are shown in Figure 5:

Organisational Barriers	Personal Barriers	Other Barriers
<ul style="list-style-type: none"> • Unfavourable communication environment • Complexity in communication policy • Excessive authority layers • Lack of open-door policy • Sexual harassment at workplace • Glass ceiling 	<ul style="list-style-type: none"> • Stereotyping • Halo effect • Fear of high ranking • Poor communication skills • Psychological barriers 	<ul style="list-style-type: none"> • Use of jargon • Distance • Dilution of the actual message • Lack of response

Figure 5: Barriers to Business Communication

Let us discuss barriers to business communication.

1. **Organisational barriers:** The barriers that develop within an organisation are called organisational barriers. These barriers often put a negative impact on the flow of information. The organisational barriers can be categorised into the following types:
 - ♦ **Unfavourable communication environment:** If communication takes place in an environment that is full of trust and confidence, it results in a positive response from the receiver. On the other hand, if communication takes place under an unfavourable environment, even well-formulated and meaningful information produces a negative impact. Thus, the communication environment of an organisation significantly impacts the effectiveness of business communication.
 - ♦ **Complexity in communication policy:** Complex communication policies lead to creating a poor communication system within an organisation. This is because many employees fail to understand these policies, which ultimately leads to a communication failure. A well-designed communication policy encourages an easy flow of communication among employees and departments.
 - ♦ **Excessive authority layers:** Too many layers of authority in an organisation lead to a poor flow of communication. This is because information reaches its final destination after passing through several hierarchical levels. This may lead to distortion of the information and may also cause a delay in communication.
 - ♦ **Lack of open-door policy:** Open-door policy can help in fostering communication between management and lower-level employees. This policy relates to the concept that the manager's door is always open for

communication. With this policy, employees can approach the top management without any hitch and talk about anything. Lack of such a policy may decrease the level of communication among employees.

- ◆ **Sexual harassment at the workplace:** Sexual harassment can affect working conditions and may lead to a hostile working environment. It could negatively impact the working ability and performance of an employee. Many individuals often find it difficult to handle such instances of sexual harassment and do not know when to speak up. This badly affects the communication process within the organisation as the person may feel embarrassed or afraid of the repercussions. However, the major step to deal with such a situation is to communicate the issues to individuals who can help to resolve the same.
 - ◆ **Glass ceiling:** Glass ceiling is a phrase, introduced in the 1980s, for the artificial barriers that create obstacles in the way of women and minorities in terms of leading to higher positions in the organisation. The United States Federal Glass Ceiling Commission defines the glass ceiling as the unseen, yet unbreachable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements. Glass ceiling is one of the major reasons behind the creation of a communication barrier within an organisation. It escalates the issues of gender differentiation and gender stereotyping which prevents individual(s) to raise their voice against the biasness and communicate effectively.
2. **Personal barriers:** Communication barriers that are created at an individual level (by sender/ receiver) are called personal barriers. Some factors, such as attitude towards superiors, colleagues and other team members largely affect the flow of information. A negative attitude may lead to distortion of information, which may act as a barrier to effective communication. Let us discuss the major types of personal barriers:
- ◆ **Stereotyping:** It refers to categorising people into a single class based on some common trait. In stereotyping, the receiver compares the sender with some other person based on a common trait. This affects the objectivity of effective communication as the receiver may misjudge the intention of the sender.
 - ◆ **Halo effect:** It is a type of perceptive bias where a particular perception of one's personality trait influences the perception of the entire personality of that person. For example, if you consider a person kind, you may also tend to think that he/she is intelligent, hard-working and generous.
 - ◆ **Fear of high ranking:** Sometimes, people are not comfortable in exchanging their views and ideas with their superiors. In such a case, it would be difficult for superiors to understand what is required and take

appropriate actions. This leads to a communication gap between employees and their superiors.

- ◆ **Poor communication skills:** Sometimes people do not have effective communication skills. This may create chaos and misinterpretation of the message by the receiver. For example, improper usage of grammar may make the information unclear.
 - ◆ **Psychological barriers:** Some emotional or mental factors such as prejudices impact the perception of the message by its receiver. It leads to various consequences, such as pre-evaluation of information before it is received, selective listening, selective retention and selective transfer of information.
3. **Other barriers:** Apart from the aforementioned barriers, there are certainly other types of barriers, which are described here:
- ◆ **Use of jargon:** Jargon refers to difficult or special words, which are specific to a group or profession. For example, it would be difficult for a marketing head to understand complicated networking terminology used by the IT head in an e-mail. In such a case, the whole communication would become futile.
 - ◆ **Distance:** The physical distance between the sender and the receiver may delay communication and affect the expectations of both the sender and the receiver.
 - ◆ **Dilution of the actual message:** Dilution of information takes place when one person gets the information and passes it on with addition or omission to the other person.
 - ◆ **Lack of response:** Lack of response or inappropriate response from the receiver discourages the sender to communicate further. This creates a communication gap between the two.

Barriers to business communication hamper the smooth functioning of organisational activities. Therefore, these barriers should be overcome at the earliest. The following are some measures that can be taken to remove communication barriers:

- Setting a clear and meaningful purpose of communication
- Selecting an appropriate channel of communication
- Building trust by giving a response and value to the sender
- Training employees on effective communication skills
- Using simple and understandable vocabulary while communicating
- Ignoring jargon and irrelevant information to make communication simple and precise
- Counselling employees for eliminating their fear of superiors so that they

can communicate effectively

- Listening effectively so that there is no difference between what is said by the sender and what is interpreted by the receiver
- Giving preference to face-to-face communication with team members to boost their confidence and reduce communication gaps
- Giving preference to a noise-free and favourable communication environment

1.3 TECHNOLOGY AND BUSINESS COMMUNICATION

Gone are the days when business communication consisted of formal emails, meetings with managers and attending one or two conferences by the top management. Today's technological advances have evolved business communication into a whole new level where employees are always connected. They can participate in video conferences through their smartphones, chat with peers on social media and manage tasks via automated tools. Although these technological developments have improved workflow efficiency and transparency, they have also raised some concerns on the quality of business relationships and productivity.

- **Email (r)evolution:** Email has evolved from simply being a method of sending and receiving written messages to a means of workflow management. Now, you can flag priority messages and set tasks for follow-up, trigger alerts for critical messages and send automated responses when out of the office, and you can do all this through your mobile phone, without even logging on to your laptop.
- **Workflow management systems:** Workflow management systems for managing projects or salesforce have increased collaboration among employees. Now, a team of salespeople no longer needs to sit in the same building or in a lengthy meeting to share ideas or chase deals. From any part of the globe, they will have a clear idea about the assigned tasks, documents, appointments and progress by simply logging into an online workflow management system.
- **Automation:** Companies across the world are jumping on the automation bandwagon to cut costs and boost efficiency. With automated voice response systems, they can provide customer service while ensuring that their employees are focused on other core tasks. The automated system handles the call and directs the caller to the appropriate person in the organisation or retrieves data as requested by the caller. There are 'bots' on websites and apps to deal with online requests for information through live chats.
- **Artificial intelligence:** Artificial intelligence (AI) systems enable companies to forecast and influence future sales based on customer preferences. They can assist marketing teams in tracking consumer trends and adapting promotional

efforts. For instance, on Netflix, you will see suggestions for additional shows based on the history of shows you've watched so far.

- **Remote collaboration:** The freelance industry has grown substantially due to technological advancements. Due to cost pressures and lack of adequate skills, companies today post their requirements online. Freelancers are hired to collaborate with organisational managers and employees through project management platforms. With the increased use of video conferencing tools like Skype, now connecting with a 'live' person is just a matter of minutes. Companies not only save time and effort but are also able to utilise the talented pool of resources wisely.
- **Near-constant access:** It is now easier to reach out to anyone, anytime, anywhere in the world. Employees, and particularly, managers, are expected to be accessible and reply to emails even when they are on leave. Although this is an advantage during unexpected emergencies, it has also restricted the ability of individuals to relax during vacations. This may prolong their stress and restrict their ability to manage effectively.
- **More access to information:** Thanks to Google and Wikipedia, employees today have more access to information than ever before. If an individual comes across an unfamiliar term, he/she just types a search query on Google and will have instant access to thousands of sources of information, including Wiki pages, news articles, videos and online training courses, on the subject. With Google's Translate feature, two individuals from different languages and countries can collaborate without a dedicated translation team. This capability has substantially reduced the impact of language barriers on business communication.

CONCLUSION

- Communication can be described as a process of expressing and transmitting ideas, thoughts, opinions or beliefs among individuals either verbally or non-verbally.
- In an organisation, the importance of communication cannot be denied. Communication needs to be very effective for the success the organisation wishes to achieve.
- Communication has the following objectives: to exchange information, to provide advice and counselling, to issue orders and instructions, to impart education and training, to motivate, to raise morale, to give a suggestion, to persuade and warn.
- Communication follows a cyclic pattern and involves at least two people: sender and receiver. There are six elements that make communication successful and effective. These elements are sender, encoding, message, decoding, receive and, feedback.

- For making our communication, written or oral, effective, we need to keep in mind these 7 Cs of communication: clarity, completeness, conciseness, consideration, concreteness, concreteness, courtesy
- In an organisation, communication can be internal (the target audience is within the organisation, i.e., employees, managers and departments) or external (the target audience is outside the organisation, i.e., customers, suppliers, dealers and distributors).
- Based on the purpose, business communication can be divided into the following types: formal or informal communication.
- Based on the channels used, communication is classified into the following categories: verbal (Interpersonal communication or public speaking) or nonverbal communication and written or visual communication.
- Communication barriers are obstacles that hamper or distort the intended meaning of the message. These can be Organisational barriers, Personal barriers and other barriers.
- Measures should be undertaken to overcome communication barriers, if any, in an organisation such as setting a clear and meaningful purpose of communication, selecting an appropriate channel of communication and building trust by giving response and value to the sender.

GLOSSARY

- **Selective listening:** A practice of listening only to what is desired.
- **Selective retention:** A psychological process where a person retains only that part of the message that is close to his/her interests, values and beliefs and leaves the undesirable one.
- **Slang words:** Non-standard words and phrases used in informal communication.

CASE STUDY:

LACK OF COMMUNICATION LEADING TO MISUNDERSTANDING AT WORK

Case Objective

The case study explains the impact of lack of communication in an organisation

Mr. Anuj Sharma works as a Senior Sales Executive at Ubica Insurance Group, Mumbai Branch. He is a dedicated and hardworking employee. A few days back, his manager, Mr. Batra, asked him to meet two of the organisation's most important clients—Mr. Govind and Mr. Joy. Meeting these two clients was very important for Anuj on that particular day as both the clients were leaving the country the next day for 2-3 weeks.

As Mr. Govind's office was near Ubica Insurance Group, Anuj decided to meet him first. When Anuj reached Mr. Govind's office, he found that Mr. Govind had gone

for the inspection of his factory. Mr. Govind returned after two hours and held a meeting with Anuj. Although Anuj tried to close the meeting as soon as possible, the meeting took much longer than expected. As a result, Anuj got late for the meeting with the second client. Anuj was almost two hours late for the appointment with Mr. Joy.

When Anuj reached Mr. Joy's office, the receptionist told him that Mr. Joy had left the office after waiting for him for so long as he had to catch a flight. Anuj tried to call Mr. Joy but his phone was switched off. Anuj had no other option but to return to his office and report to Mr. Batra. In meanwhile, Mr. Joy, before leaving the office, informed Mr. Batra that Anuj did not come to meet him. Hearing this, Mr. Batra was very furious and he simply refused to listen to any explanation given by Anuj. Ultimately, Anuj decided to leave Ubiga Insurance Group. A lack of communication led to the loss of a dedicated employee by the organisation.

Questions

1. Do you think there was a personal barrier to communication, which led to such communication gap?
(Hint: No, it was an organisational barrier to communication.)
2. How could Anuj have avoided missing the meeting with Mr. Joy?
(Hint: By having proper communication regarding the meeting schedules with both clients in advance.)
3. Who were Anuj's organisation's most important clients?
(Hint: Two of the organisation's most important clients were Mr. Govind and Mr. Joy.)
4. Was Mr. Batra's reaction justified?
(Hint: No, he should have listened to Anuj.)
5. What was Anuj's fault in the entire case?
(Hint: Anuj did not take prior appointments and did not inform regarding meeting delays.)

CHECK YOUR PROGRESS

A. Multiple Choice Questions

1. A process that involves transferring information from one party to another is called _____.
 - a. Exchange
 - b. Information Sharing
 - c. Communication
 - d. None of these
2. Communication is the process of passing information and understanding

- from one person to another.
- a. True
 - b. False
3. Encoding is a process of deciphering the encoded message received from the sender and understanding its intended meaning.
- a. True
 - b. False
4. Communication can happen based on the target audience, the purpose of communication and communication channels used.
- a. True
 - b. False
5. Which of the following is the acknowledgement of receiving the message or a reply to the message?
- a. Feedback
 - b. Message
 - c. Deciphering
 - d. Decoding
6. How many Cs are involved in effective communication?
- a. 4
 - b. 5
 - c. 6
 - d. 7
7. Communication helps in maintaining discipline and control in an organisation.
- a. True
 - b. False
8. Communication skills include all aspects of communication, that is, oral, written and listening skills.
- a. True
 - b. False
9. Based on the _____, communication can be internal or external in the organisation.
- a. Target audience
 - b. Purpose of communication
 - c. Communication channels used
 - d. None of these
10. Which type of communication flows between employees working at the same

- level?
- Upward communication
 - Downward communication
 - Horizontal communication
 - Diagonal communication
11. Communication between the production manager of an organisation and vendors regarding the quality of raw material is internal communication.
- True
 - False
12. In _____ communication, some certain rules and principles need to be followed while conveying a message.
- Verbal
 - Non-verbal
 - Formal
 - Informal
13. _____ communication involves the visual display of information through aids such as photos, signs, logos, codes, symbols and designs.
- Written
 - Verbal
 - Non-verbal
 - Visual
14. _____ is a type of perceptible bias where a particular perception of one's personality trait influences the perception of the entire personality of that person.
- Stereotyping
 - Halo effect
 - Psychological barrier
 - None of these
15. Effective business communication saves the time and cost incurred by preventing redoing of misunderstood tasks.
- True
 - False
16. Which of these is not a benefit of business communication?
- Expanding the scale of business
 - Increasing productivity
 - Threatening consumers

- d. Serving the needs of internal and external customers
- 17. Which of these is an organisational barrier to communication?
 - a. Stereotyping
 - b. Halo effect
 - c. Excessive authority layers
 - d. Fear of high ranking
- 18. _____ refers to difficult or special words, which are specific to a group or profession.
 - a. Jargon
 - b. Slang
 - c. Argot
 - d. None of these
- 19. Counselling employees for eliminating their fear of superiors can help them communicate effectively.
 - a. True
 - b. False
- 20. _____ communication is a free form of communication and does not follow any fixed pattern.
 - a. Formal
 - b. Informal
 - c. Downward
 - d. Diagonal

B. Essay Type Questions

1. Discuss the concept and importance of communication.
2. Explain various types of business communication.
3. Describe the process of communication.
4. Differentiate between verbal and non-verbal communication.
5. Explain how to address the barriers to communication.

ANSWERS AND HINTS FOR CHECK YOUR PROGRESS

A. Answers to Multiple Choice Questions

Q. No.	Answer
1.	c. Communication
2.	a. True
3.	b. False

4.	a. True
5.	a. Feedback
6.	d. 7
7.	a. True
8.	a. True
9.	a. Target audience
10.	c. Horizontal communication
11.	b. False
12.	c. Formal
13.	d. Visual
14.	b. Halo effect
15.	a. True
16.	c. Threatening consumers
17.	c. Excessive authority layers
18.	a. Jargon
19.	a. True
20.	b. Informal

B. Hints for Essay Type Questions

1. Communication can be described as a process of expressing and transmitting ideas, thoughts, opinions or beliefs among individuals, either verbally or nonverbally. In other words, communication is a process that involves transferring information from one party to another. Refer to Section Concept of Communication
2. Communication can happen based on the target audience, the purpose of communication and communication channels used. Refer to Section Concept of Communication
3. Communication follows a cyclic pattern for the delivery of a message, fact, thought, or idea. Communication is a process that involves at least two people: sender and receiver. And, the purpose of communication is achieved only when the receiver decodes the message and understands it the way the sender wanted him to. There are six elements that make communication successful and effective. Refer to Section Concept of Communication
4. Verbal communication involves the use of sounds, words and language. Effective verbal communication is an integral part of any business. It is broadly classified into two types, which are interpersonal communication and public speaking. Non-verbal communication is a type of communication that involves the use of signs and symbols. Non-verbal communication does not use words or sounds. Refer to Section Concept of Communication
5. Barriers to business communication hamper the smooth functioning of

organisational activities. Therefore, these barriers should be overcome at the earliest. Refer to Section Concept of Communication

POST-UNIT READING MATERIAL

- https://www.ncsl.org/documents/NLSSA/Communication_NLSSA_2011.pdf
- <https://smallbusiness.chron.com/types-business-communications-697.html>

TOPICS FOR DISCUSSION FORUMS

Discuss the significance of communication for an organisation.