

Chapter 7

FUNCTIONS OF COMMUNICATION

"There's one phrase I hate to see on any executive's evaluation, no matter how talented he may be and that's the line—He has trouble getting along with other people'—To me that's the kiss of death."

—L. Iacocca

LEARNING OBJECTIVES

After completion of this chapter, you will be able to :

- ❒ ***Know the need for communication.***
- ❒ ***Know the various functions of communication :***
  - ➢ ***Information***
  - ➢ ***Advise***
  - ➢ ***Suggestion***
  - ➢ ***Order***
  - ➢ ***Motivation***
  - ➢ ***Persuasion***
  - ➢ ***Warning***
  - ➢ ***Negotiation***
  - ➢ ***Education***

INTRODUCTION

We spend most of our time communicating with each other: speaking, listening, writing, etc. With this, we share our thoughts and feelings, and create understanding among different persons. In pre historic times, man used to convey the message through sounds, symbols and gestures. With advancement in civilization, different languages evolved as means of communication. With progress in science and technology, the human history witnessed the growth of telephones, telegrams, fax, etc.

as means of communication. In the recent time, we find wide spread use of e-mails and mobiles for conveying message in faster way.

In the context of business world, managers use different forms and means of communication. They are involved in face-to-face or telephonic conversation with their bosses, peers, subordinates, customers, suppliers, etc. They also are found busy in reading and writing reports, letters, memos and e-mails. Communication is unavoidable. What is important is that communication should be effective. This effective communication is transfer of message with transmission of understanding.

MEANING AND DEFINITION OF COMMUNICATION

The English word 'communication' has been derived from the latin word 'communis', which means common, consequently it implies that the communication is common understanding through communion of minds and hearts. This common understanding results not only through transfer of information and idea but also from transmission of the attitude.

Communication is complete when the receiver understands in the same sense and spirit that the communicator intends to convey.

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

—W.H. Norman & Summer

Communication is defined as "the process of passing information and understanding from one person to another. It is essentially a bridge of meaning between the people. By using the bridge a person can safely cross the river of misunderstanding."

—Keith Davis

"Communication is the sum total of all the things that a person does, when he wants to create an understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding."

—Louis A. Allen

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

—D.E. Mc Farland

ELEMENTS OF COMMUNICATION PROCESS

Communication process is concerned with sharing and understanding of information. It consists of a few elements explained below :—

1. Sender

The communication process starts with the sender, the person or group who wants to transmit the message to another person or group. He is not interested in the words, date or symbols themselves but uses them for conveying meaning to others.

2. Message

The physical form of the idea or information conveyed which can be understood through receiver's sensory receptors (hearing, seeing, smelling, feeling, touching). *Messages are not the*

meanings but indicative of meanings. Meaning lies in the receiver's mind not in the message. For example, a manager reminds a worker about a deadline with an intention to cooperate but the worker interprets it as an indicator of annoyance.

3. Encoding

Encoding is putting the meaning of the message into appropriate words, symbols, gestures or other form of expression for the purpose of sending an intentional message.

4. Channel

Channel or medium is the method or vehicle used to transmit the message. For business communication, commonly used channels are telephones, letters, memos, E-mail, etc.

5. Receiver

The person or group who perceives the message and attaches some meaning to the message, is the receiver. In the reasonably good communication situation, the intended message is received by the receiver. But in imperfect situation, it is possible that the delivered written message may be buried under heaps of paper lying on the recipient's desk, or oral message may be forgotten by the listener. By definition, if there is no receiver, there is no communication.

6. Decoding

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

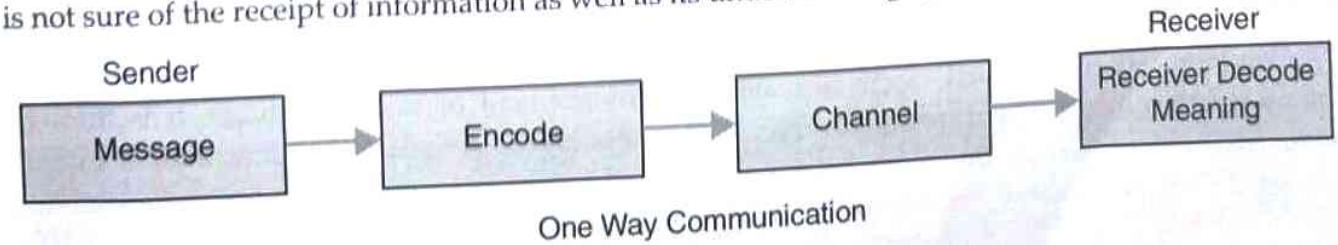
7. Feedback

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

COMMUNICATION PROCESS MODELS

One-Way Communication Model

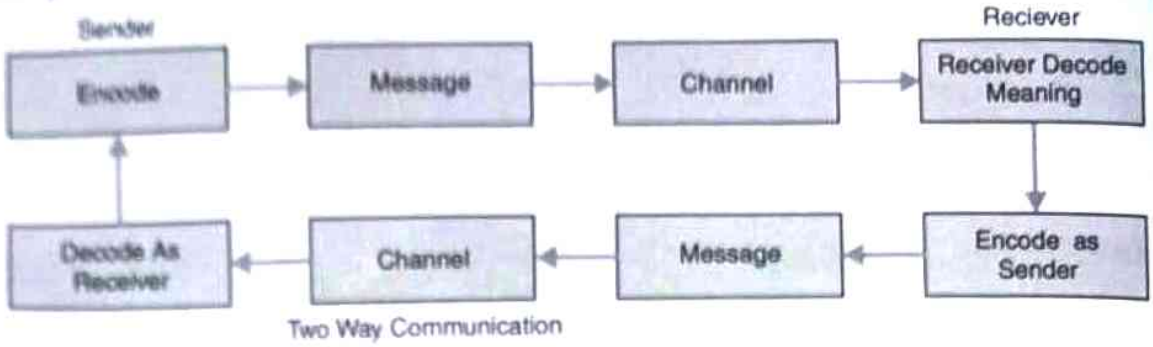
In one way communication, there is no feedback from the receiver to the sender. Here the sender is not sure of the receipt of information as well as its understanding by the recipient.



One Way Communication

Two-Way Communication Model

Two-way communication is depicted through the following diagram :



Two Way Communication

Unlike one way communication, in two-way communication there is active feedback from t receiver to the sender to ensure that the receiver has understood the same meaning which the send intended to convey.

NEED FOR COMMUNICATION

Organization needs effective communication in the organization. Without communication, the is no organization, just collection of people. Communication is next to oxygen and water for th whole organisation. It is through communication that gaps in understanding are bridge harmonious relations among different persons are created and the various resources of organizatio are channelized in particular direction for accomplishment of the mission and objectives of th organization. For an individual, communication skill plays dominating role in one's success in an business and profession. One's specialized knowledge about a particular discipline coupled wi sharp intelligence is not enough to guarantee success and satisfaction without communication ski Communication is vital not only for an individual's efficient functioning, but also for the smoot running of the enterprise as is obvious from following reasons:

1. Growing competition and complexities

With increase in size and scale of operations, business organizations are not confined to loc level but compete at global level. Present day organizations must employ thousands of people i factories and offices scattered over different geographical locations. They need to be informed abou the company's philosophy, mission and objectives. They are to be informed about their roles an responsibilities from time to time. This requires communication among different employees. Becaus of complexities of business operations, different organizational tasks are being handled by differe specialists who are to be coordinated from time to time. Again, communication is essential to g their cooperation.

2. Creation of conducive environment

Communication is needed to create conducive environment of understanding. It is throug communication that different persons exchange thoughts and feelings and transmit understandin when two or more persons understand one another totally, conducive environment of understandi is created to dispense away any dispute or differences among various persons.

3. Building of human relations and team

It is through communication that man conveys his or her thoughts and feelings and understand others' viewpoint. As gaps in understanding are bridged, human relations are strengthened. Two way communication promotes openness, trust, cooperation and harmony among different individuals. Present day business organizations have to harness the talent and expert knowledge of different specialists by collaborating their efforts. For this, they must form team. The first and foremost requirement of team is open and authentic communication and total understanding of other persons' paradigms.

4. Basis of managerial functioning

Communication proceeds and permeates through every managerial functioning like planning, organizing, directing and controlling. There is hardly any function where communication is not present. Managers need communication to formulate plans, policies and procedures. They also need communication for organizing various functions. They need communication for leading and motivating employees. When their performance or behavior is not according to the standards or norms, they need communication to control the behavior or performance of their employees.

5. Efficient working of the organization

Communication is essential for successful and smooth running of an enterprise. It is through communication that healthy and conducive environment is created, organizational policies and objectives are conveyed to various employees, human resources required for accomplishment of those tasks are coordinated and directed in particular direction, and understanding among different persons is built.

6. Customer care and customer relationship management

Customer care and customer relationship management is the new mantra of present-day marketing. For this, organization need to communicate with their customers. They have to be sensitive to the customers' needs and aspirations. For this, they need to collect the data through continuous interaction with customers. The company also need to maintain continuous and long-lasting relations with customers by informing them about their products and services from time to time.

7. Change management

Change is the law of nature that never changes. It has been noticed that customers tastes and preferences changes, technology changes and the business environment changes. The forces of changes are inevitable. Unless the business organizations respond them proactively, they cannot expect their survival in the long run. Therefore they need to sense change and communicate the need for urgency among their employees. They also need to communicate the way to cope with these forces of change in effective way.

FUNCTIONS OF COMMUNICATION

The broad objective of communication is to transmit the message with meaning and understanding. This message may take any form in the organization: information, order, suggestion,

negotiation, persuasion etc. Whatsoever the form it assumes, it must be ensured that communica environment is healthy and harmonious, in which people feel self-respect and convey respect others, otherwise the objective of communication will be defeated. Therefore, every executive a employee should feel his responsibility to create and maintain the congenial and conduc environment for communication. This responsibility increases with possession of power, position a learning.

The broad functions of communication are as follow:

I. Information
II. Advice
III. Suggestion
IV. Order
V. Motivation
VI. Persuasion
VII. Warning
VIII. Negotiation
IX. Education

I. INFORMATION

One of the objectives of communication is enquiring, supplying or receiving information throu spoken or written language or through symbols, signs or signals. Information is different from da Data (plural of word dactum) are symbols, signs or characters without meaning ; and information processed data, with meaning and value. For example bare accounts of assets, liabilities and capit conveying nothing meaningful is data ; but when these are arranged in Balance Sheet form to portr financial position of a business at an instance of time, it becomes information. Communication aim at sharing and understanding information.

Information is a versatile commodity. It enhances analytical skill and decisiveness, provides m sustainable competitive advantage and guides the organization towards economy and efficiency.

Business needs different types of information not only to manage different operations a processes but also to ensure its existence in the competitive world. Information acts like lubricati oil for business to work better and thrive in the competition. To be able to get complete and preci information, business should cultivate the system that facilitates its people to share what they know

II. ADVICE

Advice is the personal opinion about what to do ? how to do ? when to do ? and where to do ? particular course of action in a particular situation with a view to change the behaviour and opini of the receiver. Since it involves the personal opinion of the advisor, it is likely to be subjective. It not neutral, objective and factual like information.

Communication flow of Advice

Advice usually flows horizontally or downwards. When the advice flows down from the boss the subordinate, it is called downward advice. When an expert of specialized field advises m management how to discharge their function better, advice is said to flow horizontally.

Need for Advice

Present day business operations and processes are not simple and straightforward, rather they are complex and complicated. Various specialized branches of knowledge have emerged to handle the various aspects affecting finance and taxation, marketing and advertisement, production and engineering, personnel and human resource development, etc. No business executive is expected to have thorough knowledge of all fields. Therefore they need advice of professionally expert persons.

Essentials of Effective Advice

Advice can help and harm the receiver. To ensure that it helps and does not harm, it must be given consciously and selectively.

1. Advice should be given only if the recipient is prepared for it, otherwise, it will be wastage of time and energies by the adviser.
2. The recipient must have confidence in the adviser's experience, knowledge and sincerity.
3. The advice should be given after careful thought to its various possible dimensions affecting the recipient.
4. The advice should be given after taking into account the level of understanding of receiver with ideas clearly and completely explained.
5. The tone of the advice should demonstrate adviser's sincerity, honesty and interest in the betterment of the receiver.
6. While giving advice, the feeling of inferiority complex should not take place in the mind of receiver.
7. Advice can be given in direct way if the receiver is genuinely interested. Another way to offer advice indirectly is to credit it to another source. Some people would say...in this type of situation.....
8. Advice should be given with no insisting to follow it. Advice that must be followed is not advice but an order.

Counseling

Counseling seems like advice but it is done with professional touch by a man of greater knowledge and skill. It is meant for persons facing domestic or the job problems and consequently their disturbance affects the performance on the work. With counseling his pains and emotions are shared, his tension is released. The purpose of counseling is of regaining the physical as well as mental health, restoration of his happiness and harmony.

While counseling someone, following points must be considered:

1. Prepare yourself by being aware of the problem of the individual.
2. Talk with him/her in friendly tone by demonstrating sincerity of an interest in her/his welfare.
3. Tell him that he has been called not for putting blame on him but to solve the problem positively.
4. Tell him that details of meeting will be kept confidential.

5. Hearten him compassionately, even encourage him/her to talk and explain more.
6. Collect all the data from his/her statements and identify the apparent as well as re problem.
7. Explain what is wrong and right and ask him about any suggestions to improve th situation.
8. Suggest ways to overcome the problem and arrive at the solution with his active help.
9. Get regular feedback about his performance.

III. SUGGESTION

Suggestion is the most important objective of communication. Suggestions are the proposals b subordinates to higher authority indicating change required in the existing procedural an operational matters.

Suggestions are different from advice. The advice flows horizontally whereas suggestions flo upwardly. The advice is given by experts whereas suggestions are given by lower staff.

In bureaucratically degenerated organizations suggestions may be received through suggestio boxes and then thrown in dusty baskets but in present day learning organizations aspiring fo excellence and total quality, suggestions are weighed very high. The advantages of callin suggestions are :

(a) Creativity is not the monopoly of top management. Operational level staff can convey bette ideas. Through suggestion scheme, they are encouraged to become more creative.

(b) With creativity their job satisfaction increases and their sense of belongingness i strengthened.

(c) Through suggestions management comes to know the grievances and problems o employees and can think over them before they agitate.

IV. ORDER

An order is the directive issued by management to subordinates in authoritative manner specifying to do or to restrain from doing some course of action. Irrespective of the size and nature o organization, issuing of orders is essential to accomplish the task. It is downward communication a it flows from higher authorities to subordinates. Order is always internal and downward communication. It may be written or oral.

Written orders are issued in the following circumstances :

(i) When it is essential to pinpoint the responsibility, and to keep the record.

(ii) When the person, to whom orders are to be issued, is situated far away in remote locatio and it is not possible to communicate with him on phone.

(iii) When the job is of routine and repetitive nature and it is wasteful to issue oral orders ever time.

(iv) When the directives are to be given in special or specific forms.

Oral Orders are given in the following circumstances :

(i) When face-to-face communication between the communicator and receiver is possible.
(ii) When the task is to be done immediately without the loss of time.
(iii) When keeping record of the order is not imperative.
(iv) When the relations between boss and subordinate are of trust and loyalty.

V. MOTIVATION

Motivation channelises the inner urges of man to work and to excel towards the organizational goals. *Everyman is worker as well as shirker,* and *divine as well as devil.* The business manager has to motivate his employees to work with all their divine qualities in the direction of organizational goals. The position of manager in motivation is not the same as in case of order or persuasion, where he acts like a *sage on the stage.* Whereas in motivation his role is like a *guide by side,* helping others to discover their inner urges to excel.

For motivating employees, following points should be considered.

- Each employee has needs, physical as well as psychological. Physical needs are the basic needs like food, shelter and clothing. And psychological needs include social belongingness, self-esteem, status and self-actualization. The manager should identify with the needs of the various employees and activate their behaviour in the direction of fulfillment of those needs.
- Ensure that employees feel themselves identified with the organization. If employees are identified with the organization, they can think and work better for achieving its goal.
- Cultivate healthy and harmonious relations among people at work. Motivation is possible only in the environment of trust, understanding and friendship, not under confrontation and resentment.
- Encourage employees to participate in the decision-making process so that they can feel themselves as important organ of the organization. This helps the management to earn their confidence and co-operation.
- Clarify the targets and tasks to be accomplished in concrete terms. This should be in such a way that employees must feel sense of pride and responsibility to accomplish them.
- Provide genuine and honest leadership to the employees so that they can learn through the example of their leader.

VI. PERSUASION

Persuasion is the act of influencing the other persons to voluntarily change their attitudes, beliefs, feelings or thoughts. Effective persuasion is a difficult and time consuming task, but it is also more powerful way than ordering or warning in command-and-control style of management.

In business, persuasion is used number of times. The seller persuades the buyers to buy company's products by telling them the potential benefits they can get. Sometimes demoralized, disinterested or disgruntled employees are persuaded to work for their as well as company's betterment.

Persuasion is better than coercion or compulsion which breed resentment and retaliation. Peop forcefully resist change when they are forced to change. But in persuasion, change is brought through indirect and invisible way, of which the person is not aware. Therefore **Jay A. Conge** remarks, *"If there ever was a time for business people to learn the fine art of persuasion, it is now. Gone are th command-and-control days of executives managing by decrees. Today businesses are run largely by cro functional teams of peers and populated by baby boomers and their Generation X offspring, who show litt tolerance for unquestioned authority. Electronic communication and globalization, have further eroded th traditional hierarchy as ideas and people flow more freely than ever around organizations and as decisions ge made closer to the markets. These fundamental changes, more than a decade in the making, but now firmly pa of the economic landscape, essentially come down to this : work today gets done in an environment where peop don't just ask what should I do ? But why should I do it ? To answer this why question effectively is t persuade."*

How to persuade

"It (Persuasion) involves careful preparation, the proper framing of argument, the presentation of visu supporting evidence, and the effort to find the correct emotional match with your audience," **Jay A Conger** aptly states. To him, effective persuasion involves four distinct and essential steps : *"First Effectiv persuaders establish credibility. Second, they frame their goals in a way that identifies common ground wit those they intend to persuade. Third, they reinforce their position using vivid language and compelling evidence. And fourth, they connect emotionally with their audience."*

But remember, persuasion does not lie in presenting great arguments, but also more than this lies in persuader's credibility. To quote **Jay A. Conger**, *"In persuading people to change their minds, great arguments, matter. No doubt about it. But arguments, per se, are only one part of the equation. Other factors matter just as much, such as the persuader's credibility and his or her ability to create a proper, mutually beneficial frame for a position, connect on the right emotional level with an audience, and communicate through vivid language that makes arguments come alive."*

Persuasion is an act which comes with conscious practice and experience. These are some of the guiding hints that can be applied in persuasion :

- **Analyze the situation and concerned persons** : Before initiating persuasion, first analyze the situation to know what is the real as well as apparent problem. What are the other courses of action and what are their merits and demerits from persuader's and other person's point of view. The interests, needs, motives and psychology of the man to be persuaded should be imagined before hand.
- **Prepare the receiver to be open-minded** : Never start the persuasion with over-whelming dry and rough arguments. Before this, the receiver should be prepared to open his mind. The close-minded and egoistic persons are difficult to convince because their minds are preoccupied with prejudices, presumptions and preconceived ideas. Here persuader should meet them in middle of the way by starting from the common agreeable points. As the receiver starts opening his mind and accepting some of the views, then gradually start convincing him.
- **Use the appealing arguments** : Use those arguments that appeal to receiver's interests and needs. For this, it is imperative that knowledge of the likes and dislikes of the receiver must be kept in mind.

- **Be flexible, never impose :** If the persuader wants the receiver to listen to him, he should first listen to him totally. If there are certain positive points, those must be appreciated with open mind and broad heart. In argumentation, never impose arguments on other person ; give subtle suggestions and indirect hints. It is quiet possible that we try to win argument, but lose relations along with arguments.
- **Do not be emotional** : Sometimes it happens that in argumentation we become emotional, and identify with certain opinion. When we do not find the other person responding we lose temper and patience. That does not solve the problem, rather complicates. Therefore, it is imperative to cool the temper of oneself by being aware of it, as well as to soothe the other person. Discussion should always be in cool and dispassionate manner, rather than in angry and agitated way. Be watchful that arguments are generating more light than heat.
- Motivate **for action** : First wait and watch that the attitude of the other person has been changed. Then motivate and encourage him for action. Ask him that the decision you have taken is his own.

VII. WARNING

Warning is informing about the unpleasant and unfavorable consequences, if certain course of action is not changed. Such course of action may be negligence, defiance, mishandling material and machinery regularly, misbehaving with others, etc. The purpose of warning is to ask the employee to abide by the rules and regulations and work with dedication and discipline.

The warning is usually given by superior to the subordinate either in oral or written form. It can be general or particular. General warnings are not directed to any particular person or group. Warnings like 'No smoking', 'Outsiders are not allowed', 'No admission without permission' are general warnings. Particular warnings–warnings against particular person–can humiliate that person which may evoke his resentment and repercussion.

Therefore while issuing particular warning, following points must be observed :

(a) Warning should always be issued after objective and impartial analysis of the situation, not out of personal prejudices or presumptions.

(b) Before warning any person, he should be given reasonable opportunity to explain his position.

(c) Oral warning should be given in privacy and with friendly but fresh tone. Harsh and humiliating words should be avoided that may nurse personal grudge in the heart of the person being warned. The purpose of warning is betterment of the individual as well as of organization, therefore words used in warning should be carefully and consciously thought out.

(d) Written warning should be given through secret, not open letters. The letter should contain clear and complete message with hope for the betterment.

VIII. NEGOTIATION

Negotiation is one of the objectives of business communication. In negotiation, two or more

parties discuss the proposals concerned with specific problem to find mutually acceptable agreement. Usually it is done in informal way.

According to **Adler and Elmhorst,** negotiation can be approached in four ways :

(a) **Bargaining Orientation** is based on the assumption that only one side can reach its goa and victory of one party is defeat of the other party. Here one party forces the other towards a specific out come. This approach focuses only on the immediate results and ignores the maintenance of relations.

(b) **Lose-Lose Orientation** is a situation when the concerned parties damage each other to such an extent that they both feel like a loser. Both do not seek lose-lose situation in the initial stage but when one feels that other party is blocking him, he starts blocking other person's gain. For example, when an employee requesting for leave to attend his brother's marriage is denied, he starts behaving in the manner detrimental to the organizational interests.

(c) **Compromise** when the concerned parties realize the impossibility of controlling the opponent and choose to avoid unnecessary fighting, they are said to have compromised. This compromise is better than indulging in lose- lose situation. Here both the parties lose at least some of what they were expecting.

(d) **Win-Win Orientation** is transformation of the conflicting and competitive environment into cooperative and collaborative endeavor. Here both the parties explore solution to the problem (unlike lose-lose situation where they themselves become problem) even transcending the conflicting *means* of both parties, with the objective to satisfy the *ends* each one is seeking.

Thus the purpose behind this approach is maximizing mutual benefits and maintaining healthy relations, while solving the problem. This approach is obviously superior to other approaches. In applying this approach, following steps should be considered.

(a) First of all the ends which both parties are seeking are identified than arguing over *means*.

(b) The possible solutions to the problem that satisfy the ends are listed and evaluated from both parties' perspective.

(c) The most suitable solution that harms least and provides maximum mutual benefits is chosen. Here satisfaction of both the parties is must.

(d) The solution selected is implemented in the environment of trust and cooperation.

Which approach to use ?

No rational person will indulge in lose-lose situation. Compromise is the next choice when it is impossible to win. The party has to choose between win-win approach or bargaining. Both are different in following regards :

(a) Parties in bargaining approach, consider other as their foe whereas in win-win as their friend. There is conflict and competition in bargaining whereas there is co-operation and collaboration in win-win situation.

(b) Bargaining concentrates on self-interest whereas win-win approach seeks for mutual gains.

(c) Bargaining is based on exercising power, dictating terms and taking advantage of other party's weakness. However win-win approach does not practise this. It follows the path of trust, understanding and open communication.

When to use Bargaining and win-win Negotiating Styles :

Use a Bargaining Approach	Use a Win-Win Approach
When your interests and the other party's clearly conflict	When you and the other party have common interests.
When you do not need a long-term harmonious relationship	When a continuing, harmonious relationship is important.
When you are powerful enough to prevail.	When you are weaker or power is approximately equal.

IX. EDUCATION

Education is the most important objective of communication. Organizations teach and train their executives and employees, both existing as well as newly recruited to learn new tools and techniques of performing various operations with greater economy, efficiency and effectiveness. Besides this, while marketing their products and services they also educate the public about the potential benefits of the product. For this, communication is imperative and indispensable.

Education of Executives and Employees

Following the waves of liberalization and globalization, in competency and inefficiency are becoming intolerant. With this, executive's and employee's education is coming on top of the agenda of companies in the current business scenario. **Shoshana Zuboff**, author of *'In the age of the smart machine', profoundly remarks, "learning is the new form of labor. [It's] no longer a separate activity that occurs either before one enters the work place or in remote classroom settings. ..... learning is the heart of productive activity."* Further illuminating the importance of education and learning in the present business environment and the role of communication medias for that, **Tom Peters** remarks, *"Organizations that have learned how to learn, that have looked into universities and other learning centres, they alone will thrive."*

In India, for education of executives, business organizations have relied upon universities and big management institutions which are offering residential Executive/MBA programmes. These programmes are so costly that most small and medium scale units find it difficult to afford these courses. Keeping this limitation of conventional management education courses, certain organizations like All-India Management Association are offering programmes within the company ranging from a few days to months. These programmes have edge over full time courses that they provide uniformity of training to different participants from the company without interruption of work and at lesser cost.

Educating Public

Through mass communication medias like Television, radio, newspapers, etc., business organization can educate the public about the products and services offered by it. The various benefits and utilities of company's products, specialty of different brands, time to time concessions and discounts, etc. are communicated at different intervals.

REVIEW OF CHAPTER

Communication is vital not only for an individual's efficient functioning, but also for the smoo running of the enterprise as is obvious from following reasons:

1. Growing competition and complexities
2. Creation of conducive environment
3. Building of human relations and team
4. Basis of managerial functioning
5. Efficient working of the organization
6. Customer care and customer relationship management
7. Change management

The main function of communication is to transmit the message with meaning an understanding. This may assume many forms like information, advice, suggestion, motivation, orde persuasion, warning, negotiation or education. These are the broad objectives of communication.

One of the function of communication is enquiring, supplying or receiving information throug spoken or written language or through symbols, signs or signals. Information can be arrange through various sources like mass media, libraries, internet, personal observation, persona interviews, market research, etc.

Advice is the personal opinion about what to do, how to do, when to do and where to do particular course of action in a particular situation with a view to change the behavior and opinion the receiver. Advice should only be given if the recipient is prepared to listen and he/she ha confidence in advisor's competency, credibility and character. Advice, depending upon the situatio can be given in direct way or indirect way.

Suggestions are the proposals by subordinates to higher authority indicating change required i the existing procedural and operational matters. Suggestions should be given at appropriate time an through suggestion scheme.

An order is the directive issued by management to subordinates in authoritative manne specifying to do or to restrain from doing some course of action. It flows from higher authorities t subordinates. It should be clear and specific, with pinpointing the responsibility for its execution.

Motivation is another objective of communication. Management have to use communication t motivate employees for higher performance and productivity. For motivating, ensure that th employees feel themselves identified with the organization, cultivate healthy and harmonious relations among people at work, encourage employees to participate in decision-making proces clarify the targets and tasks to be accomplished and provide genuine and honest leadership to th employees.

Persuasion is the act of influencing the other persons to voluntarily change their attitudes, beliefs feelings or thoughts. For persuading someone-analyses the situation and concerned persons, prepar the receiver to be open-minded, use the appealing arguments, be flexible, do not be emotional and motivate for action.

Warning is informing about the unpleasant and unfavorable consequences if certain course o

action is not changed. The warning is usually given by the superior to the subordinate either in oral or written form. Warning should always be issued after objective and impartial analysis of the situation, not out of personal prejudices or presumptions. Before issuing warning, the person should be given reasonable opportunity to explain his/her position. For warning, harsh and humiliating words should be avoided.

Negotiation is one of the objectives of communication. In negotiation, attempt should be made to arrive at win-win situation with an objective to transform the conflicting and competitive environment into cooperative and collaborative endeavor.

One of the objectives of communication may be education of the executives and employees. In the present environment of ceaseless change, it is essential that organization's people should learn on continuous basis. For this, various educational programmes are initiated.

EXERCISE

Multiple Choice Questions

1. Which of the following are the function of communication?

(a) Order (b) Persuasion

(c) Negotiation (d) All the above

2. Which of the following function of communication need direct approach?

(a) Persuasion (b) Negotiation

(c) Order (d) All the above

3. Which of the following function requires greater credibility of the communicator?

(a) Order (b) Instructions

(c) Persuasion (d) All the above

4. Which of the following can be function of communication ?

(a) Instructions (b) Negotiation

(c) Conflict resolution (d) All the above

ANSWERS

1.	(d)	**2.**	(c)	**3.**	(c)	**4.**	(d)

Fill in the Blanks

1. ..... is a versatile commodity.
2. ..... seems like advice but it is done with professional touch by a man of greater knowledge and skill.
3. The ..... flows downward whereas ..... flow upwardly.
4. An ..... is the directive issued by management to subordinates in authoritative manner, specifying to do or to restrain from doing some course of action.
5. ..... is better than coercion or compulsion which breed resentment and retaliation.

Answers: **1.** Information, **2.** Counselling, **3.** Order, Suggestion, **4.** Order, **5.** Persuation.

True or False

1. One of the function of communication is enquiring, supplying or receiving informatio through spoken or written language or through symbols, signs or signals.
2. Advice usually flows horizontally or downwards.
3. The warning is usually given by superior to the subordinate either in oral or written form
4. Warning is always particular.

Answers: **1.** True, **2.** True, **3.** True, **4.** True.

Short Answer Questions

1. Why there is need for communication ?
2. What is advice ?
3. What is order ?
4. What is warning ?
5. What is win/win approach in negotiation ?
6. What are the various sources of information ?
7. What are the essentials of an effective advice ?
8. Differentiate between advice and counseling.
9. What are the advantages of suggestion ?
10. When written orders are issued ?
11. How can persuasion be made effective ?

Long Answer Questions

1. What are the various functions of communication ? Explain them briefly.
2. What are the various types of information required to communicate ? Discuss the variou possible sources.
3. What are 'advice' and 'counseling' ? How can they be made effective ?
4. What is order? How can order be made effective ? Differentiate between order an instruction.
5. Discuss education and motivation as the objectives of communication.
6. What is Negotiation ? Discuss the approaches to Negotiation. Which approach is best How it can be made effective ?
7. What is persuasion ? How can persuasion be made effective ?
8. What is conflict ? How can conflict be resolved through effective communication?
9. Discuss the importance of motivating the worker in a factory. How can they motivated effectively ?
10. What are the merits and demerits of written and oral orders ?
11. What are the various factors responsible for low morale of workers in an organizatio How can their morale be kept high ?
12. Discuss the importance of education for (a) the top management (b) the middle a the lower level management (c) the outside public.
13. Why there is need for communication the organization ?

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