f. Information Bulletin

g. Complaint System

h. Suggestion System

3. **Mechanical communication:** Under this communication system, written messages are mechanically delivered to the persons concerned. There are some devices used for delivery of the messages. The devices are:

   a. Tele-printer

   b. Automatic Telex Service

   c. Television

   d. Videophone system



CHECK YOUR PROGRESS

Q3: State the meaning of oral communication?

.....

.....

Q4: What is mechanical communication?

.....

.....

Q5: What is the role of a sender and a reciever in the process of communication?

.....

.....

7.6.2 External communication

External communication implies the transmission of information to people outside the organization and its receipt from outsiders. Every organization has to maintain an affair with suppliers, investors, dealers, customer, debtors and creditors. It is the exchange of information and messages between an organization and other organizations, groups, or individuals outside its formal structure. There are variety of channels that may be used for external

communication, which includes face-to-face meetings, print or broadcast media, and electronic communication technologies such as the Internet. External communication includes the fields of PR, media relations, advertising, and marketing management. There are several methods of external communication:

a. Personal visit
b. Telephone
c. Postal services
d. Electronic medium

7.7 COMMUNICATION CHANNEL

Communication can also be classified according to the degree of ceremony or formality it has.

Thus, we can divide communication into two broad categories:

1. Formal channel of Communication
2. Informal channel of Communication

A. **FORMAL COMMUNICATION:** A formal channel of communication is the means of communication normally controlled by people in positions of authority in an organisation. Hence, it has also been referred to as an organization's 'main line of operational communication'.All the reports, records and other forms that supply working information to various parts of an organisation are included in the formal channel of communication. These channels of communication do not function automatically. A good business organisation will ensure that these are carefully planned and designed to its needs.there are three ways in which formal communication flows: downward communication, upward communication and lateral & diagonal communication.Now, let us discuss the digfrent types of formal comminicatrion in the following ways:

a. ***Downward Communication:*** Downward communication is a form of communication where the communication travels from

superior to the subordinate.some importnat channels of downward communication channels include wrttten directives and instructions, face to face conversation, company newspaper and bulliten boards.

b. *Upward Communication:* Upward communication travels from subordinate to the superior.it enables the employees to voice their opinions, ideas and concerns.Upward commincation helps the top management to aware of how employees feel about their jobs,co-workers and the organisation.It helps the employers in knowing (i) ideas and suggestions for improvements (ii) feelings affecting performance on thier job.

c. *Lateral & Diagonal communication:* Lateral communication takes place between the employees of the same level of hierarchy.This channel promotes the horizontal flow of massages, enabling departments to work with other departments without hving to rigidly follow the up an ddown channels.

Diagonal communication takes place between people who are neither in the same department nor in the same lvel of hierarchy.iT is cross functional communication between emplyees at differnt levels of the organisational hierarchy .

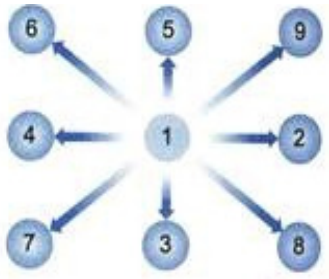
B. **INFORMAL COMMUNICATION:** The Informal Communication is the casual and unofficial form of communication wherein the information is exchanged spontaneously between two or more persons without conforming the prescribed official rules, processes, system, formalities and chain of command.It is product of sociall interaction, an inevitable part of organisational life, it exists outside the official network of communication and there is no prescribed direction for for the flow of messages. The informal communication is characterized by an indefinite channel of communication, which means there is no definite chain of command through which the information flows. Hence, the information can flow from anywhere. Often such communication arises out of the social relations that an individual creates with other persons on the basis of common interest, likings or dislikings.

In an organisation, the informal communication is called as a "grapevine" (or the rumour mill) as it is difficult to define the beginning and end of the communication.The following diagram shows the types of grapevine.



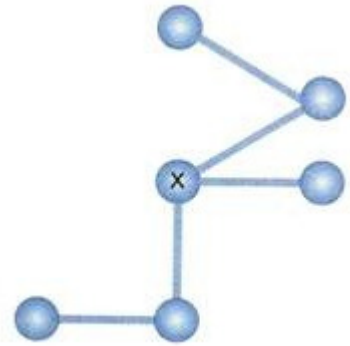
Single Strand

Each tells one other



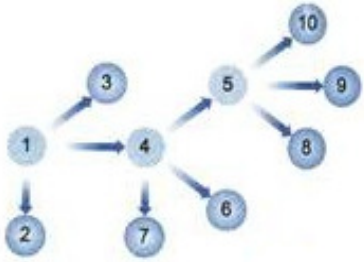
Gossip

One tells all



Probability

Each randomly tells others



Cluster

Some tell selected others; most typical

Figure 7.2: Informal Communication

7.8 BARRIERS TO COMMUNICATION

When there is communication, then there is grapevine i.e. an informal communication takes place. Grapevine is a form of informal communication by which people communicates each other without any formal format of communication. It is called Grapevine because like that of a grape vine it's

impossible to find the origin of information which results in spread of rumors. it is actually a type of communication where information spreads through gossips or rumors and not accurate all the time, for example,the rumor in any Organization about the rise in employer's salary.

Several factors may disrupt the communication process or come in the way of effective communication. This can be listed thus:

BARRIERS TO COMMUNICATION

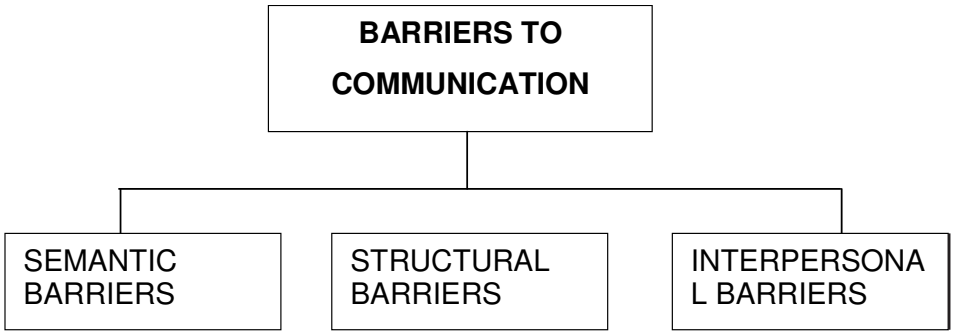


Figure 7.3: Barriers to Communication

A. Semantic Barriers: Many of our communication problems are semantic in nature, as the same word may convey a different meaning to different people. For example the word 'productivity', may mean effective usage of resource for manager but for workers it may mean doing more work to get the same amount of salary.

B. Structural Barriers:

a) Hierarchy: when an organization grows, its structure expands, creating many communication problems. Messages have to pass through several hierarchical. It follows that something may be lost or added by transmission at each stage of process massages are likely to be delayed and distorted.

b) Status: open and free flow of communication is also affected by status relationship in the organization.

c) Specialization: too much fragmentation of work causes people to be more loyal to their particular departments than to their organization as a whole. It tends to separate people even when they work side by side.

C. Interpersonal Barriers:

a) **Can't express effectively:** some people cannot communicate effectively because they cannot use their words and personality effectively.

b) **Filtering:** any attempt to alter and colour information to present a more favourable impression is called filtering.

c) **Credibility:** credibility is based on a person's competence in the subject area being communicated, and is based on the degree of confidence in the person.

d) **Inattention:** we often hear, but do not listen.

e) **Perceptual differences:** perceptual differences –differences in past experiences, educational back ground, emotions, values, and beliefs also affect each person's perception of a massage that is important to them.

f) **Jealousy:** It plays an important role in reducing the effectiveness of communications. Competent individuals are viewed as threat to the security of peers and subordinates.

g) **Information overload:** the effectiveness of communication is likely to hamper when managers allow themselves to be inundated with bundles of data.

h) **Emotions:** how the receiver feels at the time of receipt of information influences effectively on how he interprets the information.

i) **Time pressure:** Managers are often subjected to time pressure; because decisions must be made within specified deadline. Such time pressure can create communication problems.

7.9 GOOD COMMUNICATION: TEN COMMANDMENTS

Communication is the basis of managerial work. It is, therefore, necessary foe a manager to study its many aspects and educate the staff about the importance of good communication. The following ten Commandments may help a manager improve his communication skills:

1. **Clarity:** Think and plan before communicating. Be clear about what you want to communicate