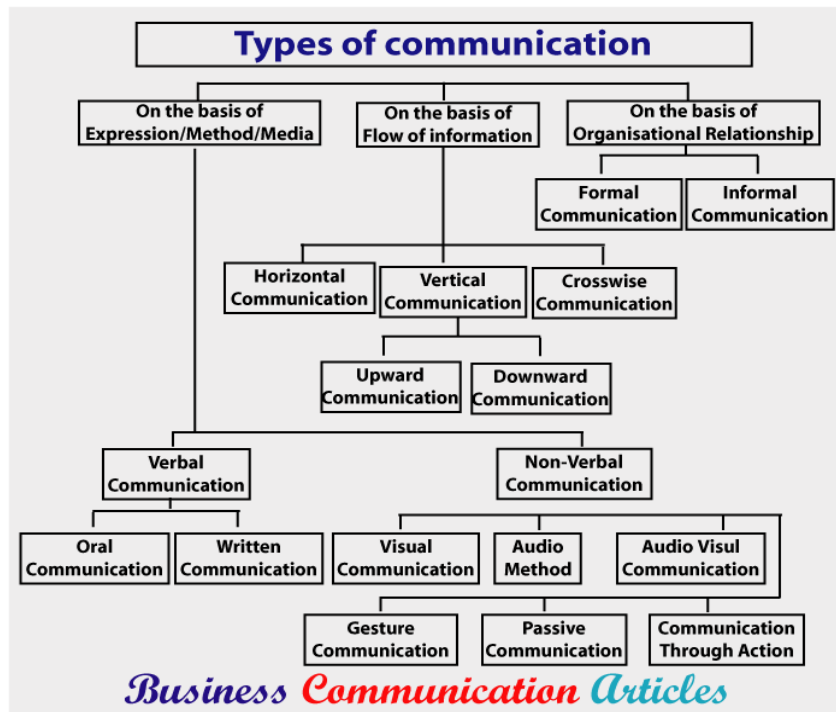# Chapter 2
<u>Skills of Communication</u>

The types of communication differ from Organization to Organization depending upon the nature of information to be communicated and the purpose of Communication.

<u>On the basis of Expression/Media/Channel</u>

Communication media refer to the ways, means or channels of transmitting message from sender to the receiver. Communication media indicate the use of verbal or non-verbal language in the process of communication.

<u>Verbal Communication</u>

Verbal communication is any communication that uses words to share information with others. These words may be both spoken and written.

Verbal communication means effectively presenting your thoughts in verbal format i.e., by talking. Verbal communication skills are essential in the world of business. Be it a weekly meeting or presentation to stakeholders, the importance of verbal communication is unparalleled. People always remember a person who speaks clearly, effectively, confidently, and charismatically.

For instance, Apple co-founder Steve Jobs's speech launching the iPhone is a classic example of brilliant verbal communication that people remember even today. Similarly, many speeches made by former US President Barack Obama are also unforgettable.

A powerful speaker is also able to connect with their audience easily. Like Oprah Winfrey says, "Great communication begins with a connection."

Example:

Oral: Telephone, Face to face conversation, Meeting

Written: Letter, Memo, Report, Drafts etc.

Application of Verbal Communication

In carrying out our business responsibilities, we may need to communicate verbally in one-to-one conversations, in the task force and committee work, informal meetings, and by telephone which is commonly known as the application of verbal communication.

1. One-to-One Conversations

Every appointment held between two people (whether between supervisor and subordinate or between peers) may be classified as a conversation.

Even the most casual conversation beside the copy machine or in the employees' dining room can have a significant impact on your career.

You should always protect confidence, whether corporate or individual. You must also be aware of the position of the person to whom you are talking.

All one-to-one business conversations should have a purpose and objectives to be accomplished.

- Before making an appointment to talk with someone, be sure that the purpose of the conversation is clear in your own mind and that you communicate that purpose to others involved.
- Once you have established the purpose, objectives, and critical points of discussion, you should consider what background information you will need.

Since decisions cannot be made without data, anticipate specific information requirements, and gather information in advance of the meeting to avoid wasting time.

Problems require solutions. If you have requested the conversation then you should be prepared to discuss alternative solutions.? All meeting participants share the responsibility of contributing to its success.

The conversation site should be clean and comfortable. A pleasant atmosphere with comfortable lighting and temperature control allows the participants to concentrate on the issues being discussed.

The guidelines for speaking should be practiced.

Three of these-

Know what you want to say,

Move from the simple to the complex, and

Consider the other participants' knowledge, experiences, and points of view-

are important in the preparation of any conversation.

2. Task Force/Committee Work

This is one of the most important applications of verbal communication. Participating in small working groups such as task forces or committees also provides some special communication challenges.

Working groups typically focus on particular topics or projects, giving each participant a common goal.

Successful contributions to working groups require the same type of preparation. Although it is important to raise issues for discussion, you should not do so in a complaining tone or from a self-serving point of view.

Solutions to problems or changes in policies or procedures must serve the needs of the organization suggesting possible solutions or revisions in policies or procedures; it will help you to establish and maintain a better image.

The guidelines for speaking effectiveness apply also to working group discussions. In addition, you should be sure to speak loudly enough for all to hear.

Remember, too, that effective listening skills are important. Let every group member have an opportunity to speak, and evaluate objectively each participant's contribution.

Personal criticism can "have a negative impact on the group's ability to work together and may cause you to be described as a negative person.

3. Formal Meetings

You may often participate in formal meetings as a member of the group. Sometimes, however, you may be asked to chair a formal meeting. The responsibilities of the chairperson differ in some respects from those of a participant.

Pre-meeting Activities: You may be responsible for securing a meeting room, notifying participants, arranging the seat, controlling the physical environment, and generally looking at the meeting arrangements.

If you are responsible for all these pre-meeting arrangements, delegate as many of the routine arrangements as possible tactfully and check the room to be sure all arrangements are complete.

As chairperson, you should prepare and distribute an agenda to all participants. Agendas serve to speed meetings and keep them on track.

They also force the meeting participants to specify clearly the items to be covered rather than suggesting confusing or broad topics to be addressed.

Post-meeting activities

One of the most important post-meeting activities is follow-up summaries, sometimes a secretary will record minutes, but since minutes should include the only action taken, a summary is extremely helpful. Summaries serve several important functions:

- Everyone receives identical written confirmation of the proceedings.
- Written confirmation of task assignments.
- Summaries provide a clear statement of decisions reached and votes taken.
- Summaries provide a record for both participants and absentees.

The meeting summary should include the following items:

- Time, date, place of meeting, and chairperson.
- Names of those present (if meeting size permits).
- All agenda items discussed and all decisions reached.
- If action is agreed on, record and underline names of persons and respective assigned tasks.

- The time of the meeting ended. (It may be significant to know whether the discussion lasted fifteen minutes or six hours.)
- Date, time, and place of the next scheduled meeting.
- Statement of appreciation.

4. Telephone Conversations

One of the most common types of application of verbal communication is a telephone conversation. When using the telephone, clarity, and brevity are desirable.

You never know how busy someone is when you call them, so be courteous, brief, and clear. Cover the necessary topics, but without excessive conversation.

If you are asking someone to take specific steps, be sure the person understands the required actions and is aware of any deadlines for completion. Thank the person for the time, information, or other assistance offered.

5. Business Reports

Presenting business reports is another form of verbal communication. One feature common to all forms of verbal business communication is the need, to sum up at the conclusion of the meeting. Whether the meeting has been a one-to-one meeting, task force or committee work (workgroups), or a formal meeting, the need is the same.

Oral communication

Oral communication implies communication through mouth. It includes individuals conversing with each other, be it direct conversation or telephonic conversation. Speeches, presentations, discussions are all forms of oral communication. Oral communication is generally recommended when the communication matter is of temporary kind or where a direct interaction is required. Face to face communication (meetings, lectures, conferences, interviews, etc.) is significant so as to build a rapport and trust.

Advantages of Oral Communication

- There is high level of understanding and transparency in oral communication as it is interpersonal.
- There is no element of rigidity in oral communication. There is flexibility for allowing changes in the decisions previously taken.
- The feedback is spontaneous in case of oral communication. Thus, decisions can be made quickly without any delay.
- Oral communication is not only time saving, but it also saves upon money and efforts.
- Oral communication is best in case of problem resolution. The conflicts, disputes and many issues/differences can be put to an end by talking them over.
- Oral communication is an essential for teamwork and group energy.
- Oral communication promotes a receptive and encouraging morale among organizational employees.
- Oral communication can be best used to transfer private and confidential information/matter.

Disadvantages/Limitations of Oral Communication

- Relying only on oral communication may not be sufficient as business communication is formal and very organized.
- Oral communication is less authentic than written communication as they are informal and not as organized as written communication.
- Oral communication is time-saving as far as daily interactions are concerned, but in case of meetings, long speeches consume lot of time and are unproductive at times.
- Oral communications are not easy to maintain and thus they are unsteady.
- There may be misunderstandings as the information is not complete and may lack essentials.
- It requires attentiveness and great receptivity on part of the receivers/audience.
- Oral communication (such as speeches) is not frequently used as legal records except in investigation work.

Medias or ways or techniques or channels of oral communication

The channels or methods or oral communication may be classified broadly in two categories **non-mechanical channels and mechanical channels** which are described below:

Mechanical channels

Telephone: Telephone set is an instrument that converts voice and other sound signals into a form that can be transmitted to remote locations and that receives and reconverts waves into the waves into sound signals. The telephone plays a vital role in communication when the two persons stay in different places, they communicate with each other by telephone. Their exchange information and their views and immediate feedback are possible under this system. Nowadays we can see that every organization is using the telephone to exchange information and views orally.

Mobile or cell phone: A mobile phone (also known as a cellular phone, cell phone, and a handphone) is a portable telephone that connects to the telephone network over the radio wave transmission. It connects to a wireless communications network through radio waves or satellite transmissions.

Radio: Radio is the indirect media of oral communication. It is a one-way communication system. The receiver can only hear the message from the sender. The receiver cannot reply.

Television: Television is also the indirect media of oral communication. It is a one-way communication system. Here, receiver cans here the messages and side by side see the sender. The receiver cannot reply.

Video conference: Video conference is a kind of teleconferencing communication where people staying in different corners or locations and participate in a face-to-face group meeting or group discussion through the help of electronic video camera technology.

Teleconferencing: Teleconferencing is a **kind of communication** where people staying in different corners or locations and participate in group meetings or group discussions through electronic telephone technology.

Non-mechanical channels

Conversation: conversation means **informal discussion** among the people. When one person discusses his views, opinions to another person and exchanges their views in the presence of both then it is called face to face conversation. It also includes a **face-to-face** discussion on a particular issue. In this method, both the information receiver and sender can exchange their views freely and fairly.

Interview: It suggests a meeting between two or more persons for the purpose of getting a view of each other or for knowing each other. When we normally think of an **interview,** we think a situation in which an employer tries to size up an applicant for a job. The employer's aim is to know whether the applicant can be fit for service to this organization and the applicant's aim is to find whether the job being offered by the organization can be suitable to him. It's first, the speaker asks questions to the listener and then the listener answers the question. There are three major **techniques of interview**. They are as follows:
- Direct questioning
- Non-directive interview and
- Guided interview

Does speech: Speech means what the speaker says in front of the audience. It is a fully audience-oriented system. Generally, the political leaders, the managers, the businessman or the workers' leaders use this system sometimes. It can build tension or it can relax tension. This system is practiced in public gatherings at company meetings, inauguration, and seminars, etc. In needs to considerable skills otherwise, it is not effective.

Group discussion: Group discussion is a popular **method of oral communication. M**anagement arranges group discussions to take a decision on a special matter. Group discussion is very helpful to human relations, idea getting an idea development and training.

Formal training courses: Effective communication can be performed through formal training courses. It is a widely used technique of oral communication. Both the trainer and the trainee can exchange their views directly.

Meeting: Meeting means the formal group discussion about a specific predetermined topic or subject. Meeting members to get together and discuss a problem or issue or a special matter. There are several types of meeting such as –
- Security meeting
- Minutes meeting
- Social meeting
- General meeting itself

Counseling: Counseling is an effective medium of oral communication. Generally, it held yearly or bi-yearly. It is adopted by the higher authority for their followers.

Committee: Committee is an organization. The committee meeting is a popular technique of oral communication. A special decision is taken through face-to-face discussion of a committee meeting.

Special prize-giving ceremony: Sometimes the businessmen can meet with others arranging a special prize-giving ceremony for the workers. In this ceremony, the businessmen can exchange their views and ideas orally.

Conference: Conference is a kind of meeting at which participants exchange views and talk together. A conference may be held to exchange views on some problem being faced by the organization or some other issue related to it and it may even suggest a solution but the suggestions from a conference are not binding. They are more in the nature of the recommendation.

Lectures: Lecture is used to create an understanding of a topic or to influence behavior, attitudes of the trainee through spoken words. The lecture is telling someone about something. The method is an effective way to introduce new information or concepts to a group of learners who gathered at on place. A lecture is given to enhance the knowledge of the listener or to give him the theoretical aspect of a topic.

Written communication

A 'Written Communication' means **the sending of messages, orders or instructions in writing through letters**, circulars, manuals, reports, telegrams, office memos, bulletins, etc. It is a formal method of communication and is less flexible.

The **Written Communication** refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is called as written communication.

The written communication is the most common and effective mode of business communication. In any organization, the electronic mails, memos, reports, documents, letters, journals, job descriptions, employee manuals, etc. are some of the commonly used forms of written communication.

Such communication is used when the information to be transmitted is lengthy and includes some complex terms that cannot be explained verbally. Also, the organizations maintain their documents in writings such that these can be used as a reference and evidence of any transaction anytime in the future. Thus, it is essential for every business organization to develop effective writing skills and inculcate this in all its employees.

The effectiveness of written content depends on the correct choice of words, their organization into correct sentence sequence and the cohesiveness in the sentences. The information in writing is considered more legal and valid than the spoken words. Also, people rely more on the written content than what has been said orally. But, however, unlike verbal communication the feedback of written communication is not immediate since it is not spontaneous and requires time to get into the understandable form.

Different types of written communication

A. Media of written communication to management:

Special management bulletin: The bulletin which is issued for emergency matters related to management is called special management bulletin. This kind of bulletin must be published promptly.

Management news copy: The less important management issues are published in this news copy. Generally, this new copy is published weekly.

Formal management report: Formal management report is one of the most important media of written communication to management. It emphasizes the upward communication.
Officer's notebook or handbook: Sometimes high officials are given handbooks by the company in which rules, procedures, principles, work facilities are stated. It acts as a guide of the officer.

Publications: Some organizations publish special journals or publications for the high-level officer. It provides officers information about lost-reduces, safety system, decreases of accident, improvement of quality etc.

B. Media of written communication for employees:

Bulletin for employees: Bulletin is published to inform the employees of emergency and important matters within a very short time. Generally, it is hanging on a notice board.

Newspaper: Newspaper is a widely used medium to communicate with employees. Company's planning, policy, procedure objectives, problems is published in it to inform employees. Generally, it is published weekly.

Publication of monthly paper: Some large companies publish it to inform everything to the employees. The company's role and plan are also stated here.

Letters: Letter is one of the most important media of written communication for employees. Sometimes the higher authority sends letter to the employee without asking any response.

Employee's notebook: Sometimes the management supplies notebook to the employees in which speech of executives, history of the organization, planning, policy, order for the work are stated.

Reading rack: Necessary books for the employees can be arranged on the shelf so that they can read and get knowledge.

Notice: Notice is an important medium to communicate with employees. By which the employees are invited to attend a special meeting.

Internal circular: It is one of the most important media of written communication. It is used for internal communication. When all the employees are informed at a time, internal circular is used.

Daily Newspaper: Daily newspaper is used to warn the employees due to a long absence from the organization. Sometimes it is used as a precious notice before termination.

Complain Book: A complains book can be kept in a definite place so that the employees can write their complaints about it.

Memo: Memo is a popular medium of internal written communication. A memo is a short form of letter usually used to communicate with the employees of the same organization.

Report: Report is an organized statement of facts and findings that contains information obtained by proper inquiry and examination and evaluation of any past event relating to a particular subject or problem that helps to decision making.

Other media: Salary envelope, annual financial reports or statements, Note sheets, Question box, Essay competition etc.

Techniques of Effective Writing

1. Outline Your Work
Good writing is about more than just knowing where to place a comma or how to use adverbs appropriately. Effective writing also conveys thoughts in a clear way, and that starts with an outline. A good writer will create thoughts that flow together into a cohesive message.
An outline serves as the basic backbone of your paper or article. It gives you the structure that you fill in with details. The outline keeps you organized and prevents you from going off on a rabbit trail.

2. Know What Audience Wants
Good writers empathize with their audience's hopes, fears, dreams and frustrations. They pinpoint what their audience wants to learn or achieve. Or they seek to understand how their audience is entertained.
If you want to be a strong writer, make notes about your audience before you begin an article or blog post. This will guide your writing style, communication techniques and even subject matter. If you write non-fiction, it's a good idea to conduct a writing survey.

3. Use A Strong Opening
Your first sentence is your chance to hook the reader and make them want to read. It must be strong. There are several ways to do this, including:
Share a personal anecdote or story

Give a surprising fact
Establish a personal connection
Create a sense of need in the reader

4. Adapting Language to The Specific Readers

Adaptation means fitting the message to the specific reader. While writing, the writer must keep in mind that all the readers do not have the same level of understanding.

They do not all have the same vocabulary, the same knowledge, or the same mentality.

Thus, to communicate clearly the writer should know the person with whom he wishes to communicate.

The writer should form the message to fit that person's mind by using words that the reader understands. Adapting requires visualizing the reader, that means imagining what the reader knows, feels, thinks and such.

5. Using Familiar Words

Using familiar words means using the words that most of us use in everyday conversation.

These words convey sharp and clear meanings in the mind. Complex and difficult words and the words that do not communicate precisely or quickly should be avoided.

For example, instead of using the more unfamiliar word 'endeavor', use 'try'. Instead of using 'terminate,' use 'end.' In the same way, we should prefer the word 'use' to 'utilize,' 'do' to 'perform,' 'begin' to 'initiate,' 'find out' to 'ascertain,' 'stop' to 'discontinue' and 'show' to 'demonstrate.'

However, using difficult words are not always bad. They can be used when they fit the writer's need and are understood.

6. Choosing Short Words

Short words generally communicate better than long words. Use of wordy sentences even these are understood give an impression of difficulty that hinders communication.

But it is not always true that all short words are easy and all long words are hard.

The suggestion is that in most situations the writer should concentrate on short words and use long words with caution.

It is suggested further that long words can be used when the writer think the readers know them.

7. Avoiding Overuse of Camouflaged Verbs

The writer should avoid using the camouflaged verb in writing. An action verb is changed to a camouflaged verb by changing it to a noun and then adding action verb.

Since camouflaged verbs are abstract nouns and they frequently require a passive form of sentence, they should be avoided for ensuring concreteness and active form of sentence in writing.

For example:

If we want to change the action verb 'consider' to a camouflaged verb we have to change the verb 'consider' to noun 'consideration,' then add verb 'give' and at last we get camouflaged verb 'give consideration to.'

8. Selecting Words for Precise Meanings

Certainly, writing requires knowledge of the language. In fact, the greater our knowledge of the language, the greater we are likely to write.

Knowledge of language enables the writer to use words that carry the meaning that the writer wants to communicate.

Unfortunately, many of us treat language routinely. We use words without thinking about the meaning they convey. The result is vague writing.

Good writers require studying words carefully. They should learn their precise meanings, especially the shades of differences in the meanings of similar words.

For example:

'Fewer' and 'less' mean the same meaning to some people.

But careful writer selects 'fewer' to mean "a smaller number of items" and 'less' to mean "reduced value, degree or quantity."

9. Avoiding Gender Discriminating Words

Our language developed in a male-dominated society. For reasons of fair play, the writer should avoid using gender discriminating or sexist words.

There are some ways for avoiding such sexist words.

First, masculine pronouns such as he, his and him can be eliminated by rewording the sentence.

For example; the sexist sentence – 'the typical college student eats his lunch at the student corner' can be changed to the nonsexist sentence as like – 'the typical college student eats lunch at the student corner.'

Secondly, the use of masculine pronouns can be eliminated by making the reference plural. The plural pronouns such as their, them and they refer to both sexes.

Thirdly, masculine pronouns he, his or him can be substituted by a neutral expression such as 'he or her,' he/she, you, one and person.

10. Using Technical Words and Acronyms with Caution

Every field of knowledge has its own technical language. This language can be so complex that in some ease specialized dictionaries are compiled.

Individuals of a particular field need to learn its technical words and acronyms and later, use these terms freely in communicating with I other people belonging to that respective field.

But problems may arise when people of a particular field communicate with people outside their field by using their own technical terms.

Though these words are everyday words to them, these may be unfamiliar to the people outside that field.

So, the writers should use their respective technical terms and acronyms with caution and replace their technical words with plain words.

11. Select Words with the Right Strength and Vigor

Some words are strong and vigor. Some are weak and dull and some fall between these extremes. Good writers know these differences and they consider them carefully.

So, the writer should use the words that carry the best-intended meanings.

For example;

The word 'tycoon' is stronger than 'eminently successful businessperson', 'bear market' is stronger than 'generally decline market,' 'boom' is stronger than 'a period of business prosperity' and like.

12. Using Concrete Language
Concrete words are those that form sharp and clear meaning in the mind.
The writer should prefer these concrete words in their writings. Concrete is opposite to abstract. Abstract words are vague.
Concrete words stand for things that the reader can see, feel, taste, or smell.
For example, write 'a 48 percent loss' instead of 'a significant loss,' '100 percent attendance record' instead of 'good attendance record.'

13. Using Active Voice
The writer should prefer the active voice in making a sentence to the passive voice.
Active voice produces stronger and livelier writing. It emphasizes the action and it usually saves words. For example, write 'He plays football' instead of writing 'Football is played by him.'

14. Avoiding Words that Stereotype by Race or Nationality
Words that label all members of a group by race or nationality are unfair. Members of any minority may vary widely in all characteristics.
Thus, it is unfair to imply that Jews are miserly, that Italians are Mafia members, that I Hispanics are lazy, that African Americans can do only menial jobs and so on.

15. Avoiding Words that Stereotype by Age or Disabilities
Words that label people as old or young can produce negative reactions.
Similarly, disabled people are sensitive to words that describe their disabilities.
Therefore, it is suggested not to use words that discriminate against age or disabilities.

16. Emphasizing on Short Sentences
Writing simpler sentences largely depends on writing shorter sentences.
Research reveals that the more the words and relationships in a sentence, the greater is the possibility for misunderstanding. The reader cannot hold too much information at a time.
They generally prefer short and readable sentence so that they can easily read the message and hold the information from it.
Thus, it is recommended to write short and clear sentences by limiting sentence contents and economizing on words.

17. Maintaining Sentence Unity
Sentence unity means all parts of a sentence should concern one thought.
In other words, all the things put in a sentence should have a good reason for being together.
Therefore, the writer must ensure that all the information in a sentence belongs together.
Sentence unity can be maintained by:
(1) Eliminating excessive details,
(2) Combining only related thoughts and
(3) Avoiding illogical constructions.

18. Taking Care in Paragraph Design
Paragraphing is also important to clear writing.
Paragraphs show the reader where topics begin and end.
They also help in organizing information in the reader's mind. There are some suggestions for designing a paragraph.
First, each separate topic should be discussed in a separate paragraph.
Secondly, the length of the paragraph should be as short as possible. Short paragraphs attract the readers and communicate better.
Thirdly, unnecessary details should be avoided in writing paragraphs.
Fourthly, each paragraph should move to an additional step toward the goal.

19. Use Effective Writing Tools
The Internet gives several tools to writers to help make a piece of writing stronger. The Hemingway App is one of these. Plugging your piece of writing into the Hemingway App shows you <u>passive voice</u> errors, wordy sentences and overall readability.
Use the app to target a specific reading level and make your main point clearer in the overall peace. For most audiences, you want a high school or lower reading level, and the Hemingway App shows you this quickly.
<u>Grammarly is</u> another such tool. Either through a plug-in on your browser or through the website directly, Grammarly offers powerful grammar-checking software that highlights grammar and spelling errors. It also homes in on word choice problems. This tool protects you from making glaring grammar errors that make your writing less effective.

20. Revise, Edit and Proofread
Proofreading gives you the chance to find errors you missed when editing
Revising, editing and proofreading are all separate steps. First, revise the piece. Make sure your main idea is clear and your writing is concise. This takes a big-picture view of a piece of writing and makes changes that make it stronger.
Next, edit the piece. Editing takes a smaller view of the piece to analyze each sentence for clarity, efficiency and grammar. This is where you focus on punctuation and spelling mistakes.
Finally, proofread. This is a final read-through of the piece before publication. This gives you the chance to find errors you missed when editing. It also lets you check for stylistic errors if you need to match a particular style guide.

The purpose of written communication is to capture your reader's attention and get your point across clearly. Ultimately, when you communicate in writing, you are helping the reader understand your perspective on a topic. There are certain qualities all effective written communication shares, and if you add these elements to your writing, your work will be more powerful.

Advantages of Written Communication

✓ Written communication helps in laying down apparent principles, policies and rules for running of an organization.

✓ It is a permanent means of communication. Thus, it is useful where record maintenance is required.

✓ It assists in proper delegation of responsibilities. While in case of oral communication, it is impossible to fix and delegate responsibilities on the grounds of speech as it can be taken back by the speaker or he may refuse to acknowledge.

✓ Written communication is more precise and explicit.

✓ Effective written communication develops and enhances an organization's image.

✓ It provides ready records and references.

✓ Legal defenses can depend upon written communication as it provides valid records.

Disadvantages of Written Communication

✓ Written communication does not save upon the costs. It costs huge in terms of stationery and the manpower employed in writing/typing and delivering letters.

✓ Also, if the receivers of the written message are separated by distance and if they need to clear their doubts, the response is not spontaneous.

✓ Written communication is time-consuming as the feedback is not immediate. The encoding and sending of message takes time.

✓ Effective written communication requires great skills and competencies in language and vocabulary use. Poor writing skills and quality have a negative impact on organization's reputation.

✓ Too much paper work and e-mails burden is involved.

Difference between Oral and Written Communication

Written communication is the process of communication in which messages or information is exchanged or communicated within sender and receiver through written form. On the other hand, oral communication is the process of communication in which messages or information is exchanged or communicated within sender and receiver through the word of mouth. The differences between oral and written communication are of followers:

Basis	Written communication	Oral communication
1.Record	It always has permanent record.	It does not have any permanent record.
2.Cost	Written communication is high cost.	Oral communication is less costly.
3.Feedback	Written communication it takes time to give feedback.	Oral communication it gives immediate feedback.
4.Flesibility	Written communication is rigid or inflexible.	Oral communication is highly flexible.
5.Time taken	Written communication it takes more time to prepare and transmit message.	Oral communication it takes least time to prepare and transmit message.
6.Reliability	Written communication is most reliable.	Oral communication is not reliable.
7.Legality	Written communication is legal evidence.	Oral communication is not legal evidence.
8.Distortion	Written communication is not possibility or distortion.	Oral communication is high possibility of distortion.
9.Effectiveness	Written communication is not effective as oral communication.	Oral communication is most effective communication.
10.Significance	Most significant in all type of organizational context.	Less significant in the organizational context.
11.Relationship	Written communication is it establishes indirect relationship between parties.	Oral communication is it establishes direct relationship between parties.
12.Formality	It maintains formal communication relationship forms.	It maintains informal communication relationship forms.

12. Formality	It maintains formal communication relationship forms.	It maintains informal communication relationship forms.
13. Emotion	Written communication is seldom affected by emotion.	Oral communication is affected by emotion.
14. Preservation of information	Written communication it is possible to preserve and may be used in future.	Oral combination it is only face-to-face communication. So, preservation of information is quite impossible.
15. Educational qualification	Both parties must be educationally qualified.	If any party is illiterate, then oral communication is suitable.
16. Media	Its media are written in nature such as letters, memos etc.	Its media are oral in nature such as telephone, talks face-to-face discussion etc.
17. Response	Written communication quick response is impossible for this communication.	Oral communication quick response is possible for this communication.
18. Delegation of authority	Here, delegation of power is suitable.	Here, delegation of power is not suitable.

Non-Verbal Communication

When we talk about 'communication', we often mean 'what we say': the words that we use. However, interpersonal communication is much more than the explicit meaning of words, and the information or message that they convey. It also includes implicit messages, whether intentional or not, which are expressed through non-verbal behaviors.

Non-verbal communication includes facial expressions, the tone and pitch of the voice, gestures displayed through body language and the physical distance between the communicators.

Types of Non-Verbal Communication

There are many different types of non-verbal communication. They include:

Body movements (kinesics), for example, hand gestures or nodding or shaking the head, which are often the easiest element of non-verbal communication to control;

Posture, or how you stand or sit, whether your arms are crossed, and so on;

Eye contact, where the amount of eye contact often determines the level of trust and trustworthiness;

Para-language, or aspects of the voice apart from speech, such as pitch, tone, and speed of speaking;

Closeness or personal space (proxemics), which determines the level of intimacy, and which varies very much by culture;

Facial expressions, including smiling, frowning and blinking, which are very hard to control consciously. Interestingly, the broad facial expressions that show strong emotions, such as fear, anger, and happiness, are the same throughout the world; and

Physiological changes, for example, you may sweat or blink more when you are nervous, and your heart rate is also likely to increase. These are almost impossible to control consciously and are therefore a very important indicator of mental state.

There is more about all of these types of non-verbal communication on our pages on **Body Language** and **Face and Voice**.
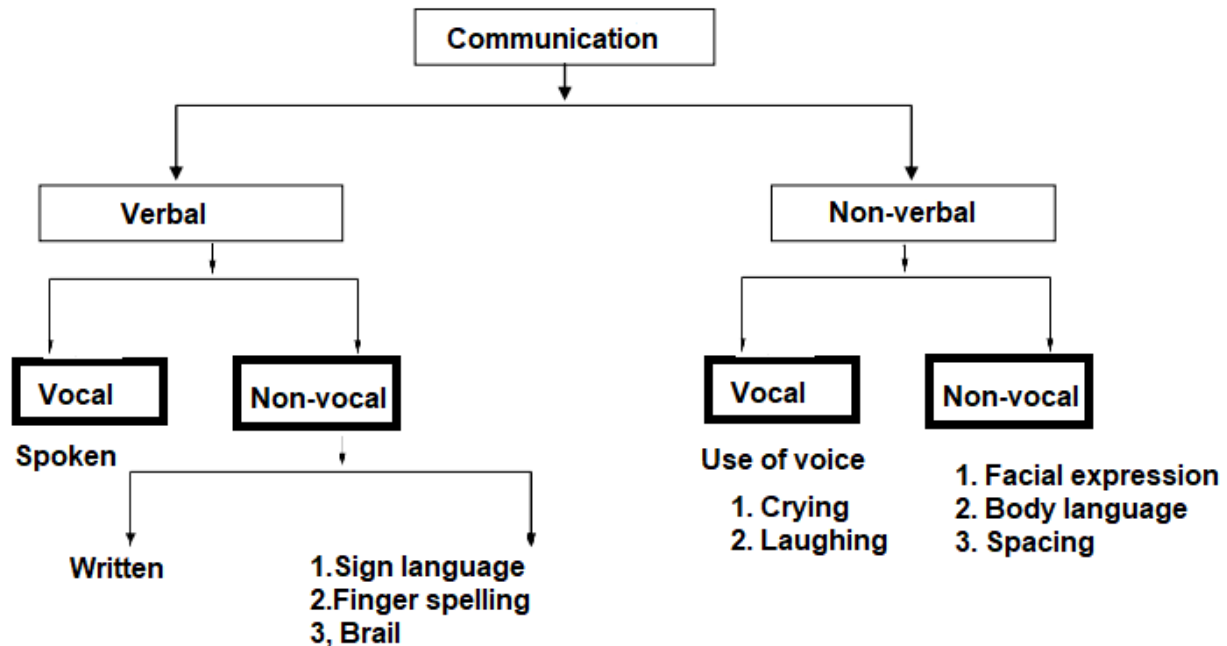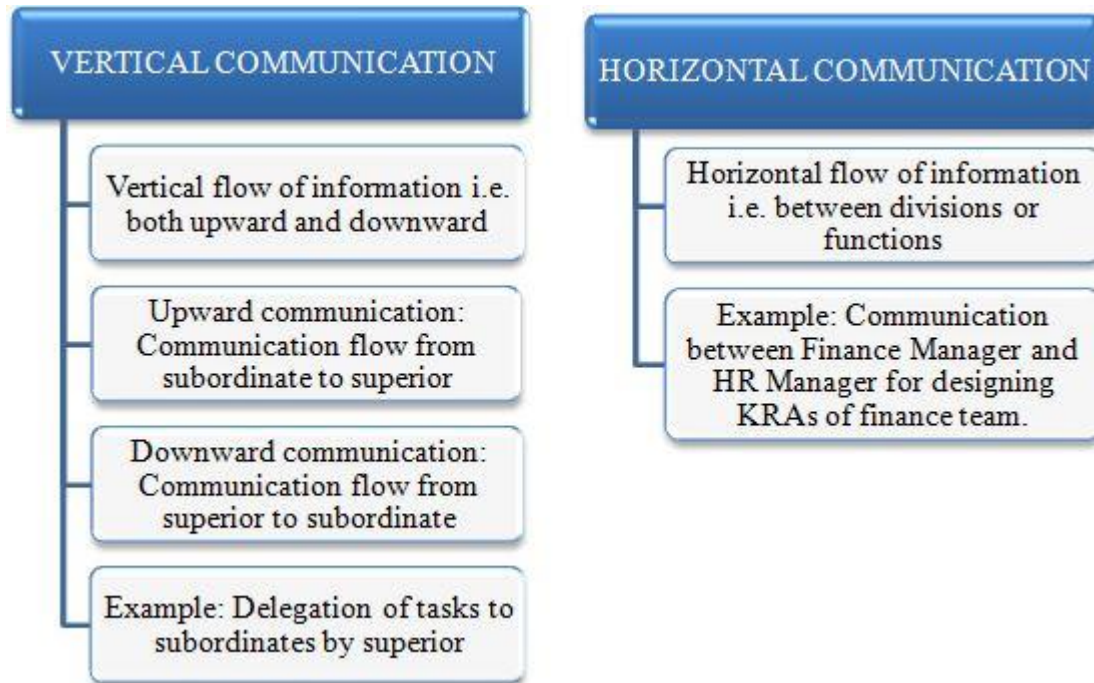

Fig- Types of Communication

Difference between Verbal and Non-Verbal Communication

Basis	Verbal communication	Non-verbal communication
1. Use of word	Verbal communication uses oral or written words.	Non-verbal communication not uses any oral or written words.
2. Types	Verbal communications two types: Oral and written.	Non-verbal communications may various types: visual, audio, audio-visual, silent etc.
3. Understand	Easy to understand.	Difficult to understand
4. Structured	Verbal communications highly structured.	Non-verbal communication lacks in formal structure.
5. Distortion of information	Less possibility of distortion of information.	High possibility of distortion of information.
6. Continuity	Verbal communication begins and ends with words.	Non-verbal communication continues until the purpose achieved.
7. Feedback	Verbal communication gives a less and delayed feedback.	Non-verbal communication gives a lot of feedback.

On the basis of flow of information

Communication within a business can involve different types of employees and different functional parts of an organization. These patterns of communication are called **flows**, and they are commonly classified according to the direction of interaction: downward, upward, horizontal, diagonal, external.

VERTICAL COMMUNICATION
- Vertical flow of information i.e. both upward and downward
- Upward communication: Communication flow from subordinate to superior
- Downward communication: Communication flow from superior to subordinate
- Example: Delegation of tasks to subordinates by superior

HORIZONTAL COMMUNICATION
- Horizontal flow of information i.e. between divisions or functions
- Example: Communication between Finance Manager and HR Manager for designing KRAs of finance team.

Horizontal Communication

As per some of the industry experts, Horizontal Communication can be defined as-
In the opinion of Betty and Kay- "Horizontal Communication occurs between workers at generally equal levels in an organization."
Another expert, R.W. Griffin says- "Horizontal Communication involves colleagues and peers at the same level of the organization."
Now, we hope you would have understood what horizontal communication is, but, to clear the intrigue concepts associated with this type of communication, it is essential to understand all the different kinds of communication simultaneously

EXAMPLES OF HORIZONTAL COMMUNICATION:
Shanaya works in a four-member team who looks after corporate events for their organization. They have to organize a conference with all department heads and managers. Shanaya and her team discuss, brainstorm and collaborate on potential ideas to make this a success.

Vaishali's organization has implemented a new digital communication tool for all employees. The tool helps them communicate with each other quickly and more efficiently without waiting on email responses.

Such situations are commonplace in today's workplace. You probably use a communication tool to interact with your coworkers, especially because a lot of the work is now being done online. Technological advancements have made it easier to incorporate horizontal communication today.
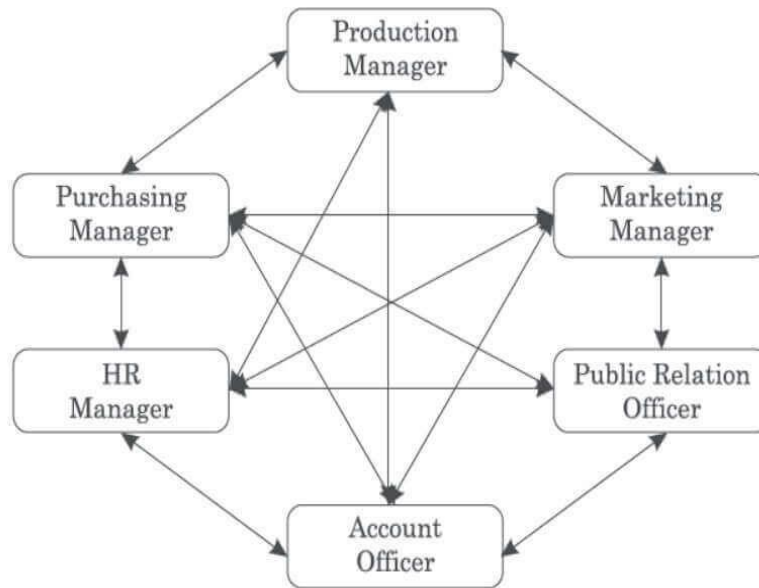
TYPES OF HORIZONTAL COMMUNICATION
LET'S LOOK AT A FEW TYPES OF HORIZONTAL COMMUNICATION IN THE WORKPLACE:

PRESENTATIONS
Presentations are usually overseen by all levels of management to judge the efficacy of ideas. Your director, manager and peers may comprise the audience so you have to tailor your words appropriately. It's important to refine your speaking skills in this scenario so you can get your ideas across with clarity.

MEETINGS
Whether it's status updates or strategy meetings, they are run by managers because this way they can assign tasks and monitor your progress. You may schedule meetings with your team members for a more informal catch-up—these can be fun team-building activities with quizzes, games and informal conversations.

BRAINSTORMING
One of the most effective forms of horizontal communication is brainstorming. You get a chance to speak your mind and share your idea with your team—which can also include your manager.

There are many other types of communication that flow laterally. From watercooler conversations to Friday catch-ups, organizations find creative and engaging ways to encourage interaction. This helps build interpersonal skills for lasting workplace relationships.

BENEFITS AND DRAWBACKS OF HORIZONTAL COMMUNICATION

Horizontal communication isn't always the best option and, in some situations, it's the only option. Here are its benefits and drawbacks:

BENEFITS:
- Helps build morale among employees because they feel heard and appreciated.
- Communicating with coworkers allows employees to let off steam, be proactive and share ideas freely.
- It creates a liberating environment where employees can ease into their roles without the pressure of pleasing someone.

DRAWBACKS:
- Personal bias can hamper judgment and force people to distort messages at will.
- It's not the most ideal setup for employees who prefer structure and order in the workplace.
- Organizations may find it difficult to hold people accountable for errors because everyone contributes almost equally.
- How you communicate your ideas is important if you want to stand out. When you're talking to your coworkers, you need to maintain certain levels of professionalism. Therefore, clearly conveying your messages and getting your point across are key.
- Formal or informal, it's necessary to equip yourself with the right skills to make your case. Invest in your future by learning how to connect with others and make logical observations.

Vertical Communication

Vertical communication is a form of communication that occurs between two individuals who are at different positions of hierarchy within the same organizations. It follows a a linear system where information flows from one individual to the next as per their titles.

Vertical communication is a communication process in which information or messages flows between or among the superiors, supervisors, leaders, or manager to subordinates, employees or team members of different levels of an organizational structure in the downward or upward direction.

As such, vertical communication may be upward or downward in nature. Some examples of vertical communication include instructions, formal reports, business orders, and work reports.

Types of Vertical Communication

1. Downward Communication

Downward communication involves the dissemination of information or orders from the senior management to associates. The management shares information via E-mail, and it's usually not directly shared with the employees.

Studies have shown downward communication to be most effective when the top managers communicate directly with the supervisors, who relay the instructions to the staff. Some of the purposes of downward communication may include:

Implementing new objectives and announcing them to the staff.

Explaining new organizational procedures to intern or new employees.

Socializing with the staff and building a friendly and cooperative atmosphere with them.

2. Upward Communication

When the information flows from the associates or subordinates to the senior management, it is defined as upward communication. This is done by the employees to update the supervisors or managers by providing work reports or to share important information. Some purposes of Upward Communication involve:

Updating the senior management with regards to the difficulties and issues faced by staff members.

Suggesting changes to improve workflow and productivity.

Providing updates regarding results.

Informing the top-level management about any grievances and complaints.

To improve upward communication, the leader must always be mentally prepared to listen to opinions, make decisions based on suggestions from the staff, and listen to the grapevine to get information about the mood and biases of the staff members.
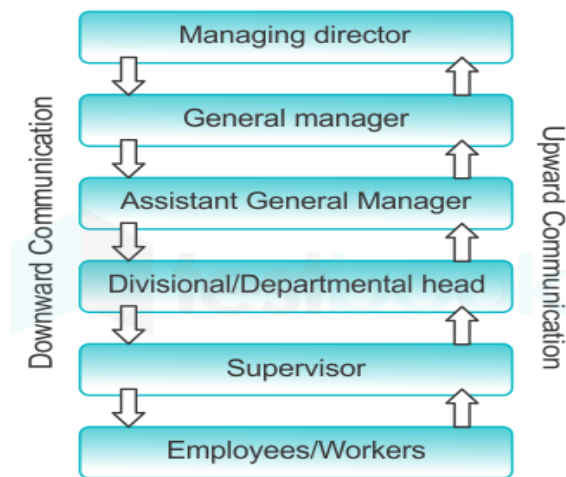
The Flow Of Vertical Communication

Advantages of Vertical Communications

- **The right way of conveying messages** – It helps to convey messages effectively from the top-level management to the bottom-level management or vice versa.
- **Develops organizational relations for labor-management** – It helps maintain good relations between the superior and the subordinates since the flow of information is effective and organized.
- **Provides a chain of command** – It helps to maintain discipline, as there is a chain of command in this system.
- **Easy explanation of company policies** – It makes it easier for the top-level management to convey and explain company policies to newcomers and interns.
- **Easy reports, feedback and decision making** – Information and work reports are easily collected via Vertical Communication, and so the senior associates and the supervisors are greatly aided in decision making.
- **Effective delegation of duties** – This form of communication is useful to delegate duties to the staff and avoid too much authority to be concentrated within the hands of a few individuals.
- **Resolves miscommunication issues** – Since the top-level management and supervisors communicate directly, there is no mismatch of messages or any confusion whatsoever.
- **No by-passing of information** – The top-level management can easily share confidential information with the supervisor instead of the whole organization at once.
- **Optimizes organizational discipline** – Respect is maintained since the staff has to report to the respective superiors, and everyone understands each other's positions.

Disadvantages of Vertical Communication

- Vertical communication may cause employees to become too complacent, as they may operate under the belief that their work will be checked and corrected before finalization.
- There may be misinterpretations and conflict due to the sender's tone and body massage.
- Employees at the lower end of the hierarchy may feel neglected as there is too much of a barrier between the top-level management and the staff at the bottom.
- This method is tedious and can cause delays, thereby disrupting workflow and overstepping deadlines.
- If the staff lacks respect for the top-level management, the chain of command and discipline is likely to be broken. Reputation is, therefore, crucial.
- Since the information is passed from the in a lengthy manner, it may become distorted on the way to the top.
- Lack of efficiency can damage the relationship between the supervisors and the subordinates.
- There is a tendency for the board of management and the supervisors to neglect the subordinates due to the chain of hierarchy.
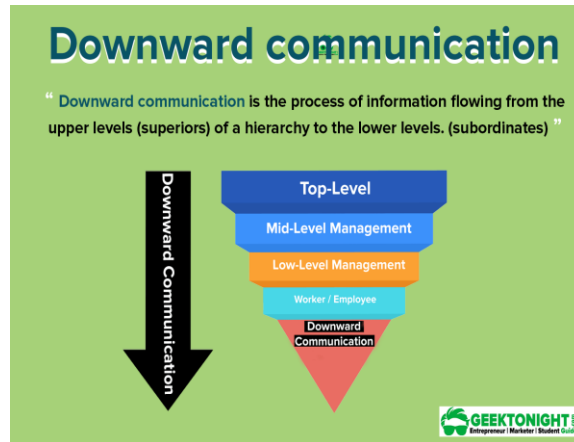
Basis	Horizontal Communication	Vertical Communication
1.Purpsoe	Main purpose is to co-ordinate the activities of various departments and division of the organization.	Main purpose is to provide orders, instructions, advices, feedback, opinions, suggestions, requests within sub-ordinates and superiors.
2.Information flow	Information or messages flows between same level and statuses people.	Information and messages flows between subordinates and superiors.
3.Media	Generally use oral method	Generally use written method.
4.Distortion	Free form distortion of messages.	May possibility of distortion of messages.
5.Formality	It maintain informal relationship	It maintains formal relationship.
6.Length of information flow	Length of information flow between sender and receiver is short.	Length of information flow between sender and receiver is long.
7.Method of communication	This communication is mostly done through oral media.	It is more uses than horizontal communication.

Downward Communication

Downward communication occurs when information and messages flow down through an organization's formal chain of command or hierarchical structure. In other words, messages and orders start at the upper levels of the organizational hierarchy and move down toward the bottom levels. Responses to downward communications move up along the same path.

Downward communication

"Downward communication is the process of information flowing from the upper levels (superiors) of a hierarchy to the lower levels. (subordinates)"

Advantages

Downward communication provides certain advantages to an organization:

- **Organizational discipline**
  Downward communication follows the organization's hierarchy, meaning that organizational discipline and member compliance is much easier to maintain.
- **Efficiency**
  Downward communication offers efficiencies because instructions and information come from the sources in power that are able to coordinate activities from the top of the organization. Employees receive feedback from the supervisors who manage them.
- **Effective communication of goals**
  Upper management can easily communicate goals and assign responsibilities regarding achieving those goals.
- **Ease of delegation**
  Delegation is much easier if the delegation comes directly from the vertical communication structure representing the chain of command.

Disadvantages

Downward communication is not without disadvantages, including the following:

- **Distortion**
  Ever played the grapevine game? Downward communications can become distorted as it proceeds through multiple levels of the organization.
- **Slow feedback**
  It takes time for messages to go down the organization and then up the organization and then back down again. This means that feedback can be slow, resulting in problems, especially in a dynamic environment.
- **Interpretative problems**
  Downward communication presents interpretation problems because of the distortion effect and the slow feedback for message clarification.
- **Lowers morale**
  Given the time communication takes and the problem with distorted messages, downward communications can have a negative impact on organizational morale.
- **Not motivating**
  Given slow feedback and the dependence on formal channels of communication, this method of communication doesn't really help with motivation.

An example of downward communication by a Chief of Administration for Transfer of service

Woodland Apparels Limited
Dated: 16.08.2004
To Mr. Sree Nanda Das S/6.
Late Maran Chandra Das Village Udur,
P/o. Ulukhola, District- Ghazipur.

Subject: Transfer of Services.

Dear Mr. Sree Nanda Das,

Please be informed that the Management has decided to transfer your services from Woodland Apparels Ltd. to Islam Trading Consortium Ltd., Head office with effect from 1st August 2004. All other terms and conditions of your service will remain unchanged.

On behalf of Management

Signature
(A.K. Moinuddin Ahmed) Chief of Administration

Copy to:

1. Accounts Section, WAL, Factory
2. Accounts section, WAL, Head office,
3. Accounts section, ITCL, Head office,
4. Personal File

Head office: Toynbee Circular Road, "Nirala Bhaban" (3rd Floor). Motijheel C/A Dhaka- 1000.
Phone: 9562352, 9558348, And 9563250
Fax: 9561862
E-mail: mailto:itc@bdcom.com, mailto:itcl@bttb.net.bd
Factory: Plot M 4/3 Section- 7 Mirpur Dhaka-1216,
Phone: 9004652, 9005780, 9007381, and 8015042
Fax: 880-2-8018456

Upward Communication

Upward communication is defined as a communication process in which the managers, supervisors, directors receive information and messages from the lower-level employees regarding works or other things.

Upward communication is a type of communication in which information flows upward from the lower levels of the hierarchy to the higher levels.

Upward communication can include complaints, feedback, work reports, and suggestions regarding the organization's day-to-day operations. Upward communication encourages an excellent cooperative and interactive work culture. Companies that nurture Upward Communication are better to take decisions that can positively impact their workers.
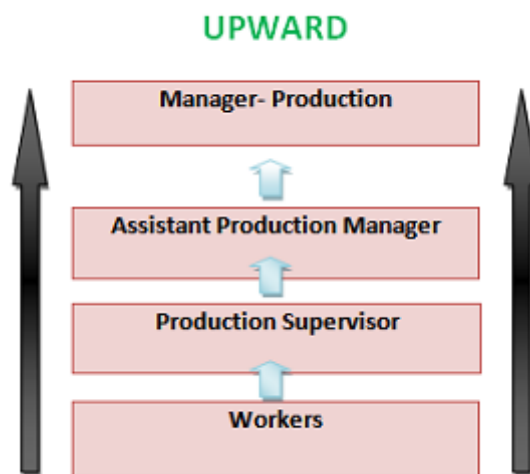
Advantages of Upward Communication

Upward communication keeps managers aware of how employees feel about their jobs, policies and procedures, and the business in general.
Some advantages of upward communication are:

- **Feedback**: Managers can get feedback from employees that can help improve organizational development. Employees who are encouraged to provide feedback feel respected and that they have a say in how the organization is run.
- **Mutual trust**: Mutual trust brings employees and managers closer to each other. As trust grows, relationships between employees and managers become stronger.
- **Introduction of new policies**: Front line employees do the work every day. They can usually tell managers if something works or doesn't work. Employees can be instrumental in forming new policies or changing those that are outdated.

Disadvantages of Upward Communication

Upward communication seems easy enough. But sometimes, employees face significant barriers attempting to communicate with managers.
Some disadvantages of upward communication are:

- Subordinate provides only that information which is favorable to upper management.

- It may be discouraged due to lack of proper response of top management.

- It takes a lot of time to communicate the problems at higher level due to various levels from which it has to pass.

- There may be willful manipulation of information to attain personal goals.

- There arises a threat that superior may react negatively.

Basis	Downward communication	Upward communication
1.Direction	Its direction is top to bottom or superiors to subordinates.	Its direction is bottom to top or subordinates to superiors.
2.Nature	It is directive in nature	It is participative in nature.
3.Subject matter	Giving order, instructions, advices etc to subordinate.	Providing feedback, opinions, suggestions, requests etc to superiors.
4.Purpose	To communicate organizational goals, plans, procedures, orders, instructions, advices etc	To covey complain, feedback, opinions, suggestions, requests etc.
5.Field of application	Autocratic and authoritarian situation.	Democratic and participative situation.
6. Distortion	Little or no possibility of distortion of messages	May possibility of distortion of messages.
7.Frequency	It occurs frequently in performing organizational activities.	It is less uses than downward communication.
8.Uses	It is more uses than upward communication.	It is less uses than downward communication.
9.Flow	Here information flow higher level to lower level.	Here information flow lower level to higher level.

Upward communication example

11 May 2022

The Chairman
Islam Trading Consortium Ltd.
9/A, Toynbee Circular Road, Nirala Bahaman (3rd Floor)
Motijheel C/A,
Dhaka, 1000

Subject: Prayer for fixation of my salary as per appointment letter

Vide Ref. No. OH/128/2002/023
Dated: 04-06-2020

Sir,

Kindly refer to the above, noted subject.

I joined as Adviser (Accounts & Finance) on 1st July 2002. After my joining, I have been trying hard with the help end co-operation from Management and Colleagues to reestablish a total accounting system through Accounting Software.
I believe Management has observed the development of the total Accounting System of the Company.

As you know, I have been working here for the last twenty-three (23) months and I never got nor claimed for any extra benefit from the management although the Chairman of the Company had committed to increasing my salary after successful completion of the probationary period.

Now, I would like to remind you to take action to fix up my salary as per the terms of my appointment letter Dated. 04-06-2020 for which act of kindness I shall be obliged.

Yours faithfully,

A. K. Khan
Adviser (Accounts & Finance)
Enclose: Photocopy of Appointment letter

Diagonal or crosswise communication

It is a type of communication that crosses all organizational units and hierarchical levels. Such communication involves staff members of different departments interacting with each other, regardless of their reporting relationship. This type of communication is not affected by any lines of authority.

Examples of diagonal communication in business are:
- The Sales team asking one of the managers of the developing team when the upcoming feature will be available.
- The HR team and the VP of Customer Support making a list of requirements and qualifications for a new position opening in the Customer Support team.
- Content writers asking heads of different departments for up-to-date information or their opinion or experience on certain topics, so they can include them in the article they're writing.
- If the subordinates of production department report to the supervisor of marketing department, it will be considered as diagonal communication.
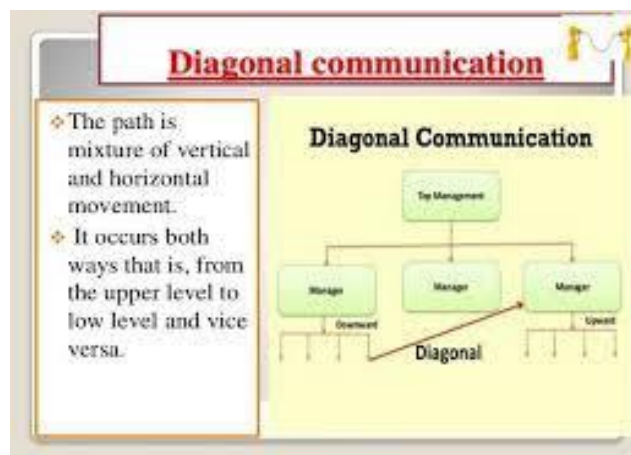
Mass Communication

Mass communication is the process of imparting and exchanging information through mass media to large segments of the population. It is usually understood for relating to various forms of media, as its technologies are used for the dissemination of information, of which journalism and advertising are part. Mass communication differs from other forms of communication, such as interpersonal communication and organizational communication, because it focuses on particular resources transmitting information to numerous receivers. The study of mass communication is chiefly concerned with how the content of mass communication persuades or otherwise affects the behavior, the attitude, opinion, or emotion of the people receiving the information.

Normally, transmission of messages to many recipients at a time is called mass communication. But in a complete sense, mass communication can be understood as the process of extensive circulation of information within regions and across the globe.

Through mass communication, information can be transmitted quickly to many people who generally stay far away from the sources of information. Mass communication is practiced multiple mediums, such as radio, television, social networking, billboards, newspapers, magazines, books, film, and the Internet. In this modern era, mass communication is being used to disperse information at an accelerated rate, often about politics and other charged topics. There are major connections between the media that is being consumed, via mass communication, and our culture, contributing to polarization and dividing people based on consequential issues.

Characteristics of Mass Media

Mass Media comprises a wide range of media technologies to disseminate or reach over a larger audience through mass communication. **The major characteristics of Mass Media are:**

- Mass Media **constitutes both technical and institutional methods for communication**, production and dissemination of news.
- It **reaches larger audiences or masses** and that's why is referred to as mass media.
- Mass Media has **the power to influence society** and is also **impacted by what's happening in society** itself.
- Audience or the masses are offered with a **wide variety of choices** in terms of content, media platform, etc. to choose from the type of mass media they want to consume.

Medias of mass communication

The important media of mass communication are as follows:
- **Newspaper**: A newspaper is a publication containing news and information and advertising, usually printed on low-cost paper called newsprint. Newspapers are available in daily and weekly formats, general or special interest and local, regional, and national publications are also exist.
- **Magazine**: The magazine is a monthly distribution made up of a variety of articles or blog posts, typically funded by marketing as well as or even invest in by the audience. Mags are generally publicized every week, biweekly, regular monthly, bi-monthly or even quarterly, having a time on the handle that is certainly prior to the actual time it is really publicized. They are often published throughout coloring about spraying paper and are destined to have a gentle handle. Mags employ a reasonably very long ledge living. They might be saved pertaining to months or even a few months, and are regularly reread as well as given to for you to some others.

- **Book**: The e-book will be an accumulation of bed sheets associated with the report, parchment or maybe different materials having some textual content written in it, certain collectively alongside a single batter in addresses. The e-book is also a fictional function or possibly a key split associated with this kind of function. The e-book produced in digital format is known as the e-book.
- **Television**: Television is a powerful medium for appealing to mass audiences. Television offers sight and sound and it makes dramatic and lifelike representations of people and products.
- **Radio**: Radio also reaches mass and diverse audiences. Since placement and production costs are less for radio than for TV, radio is popularly used in village areas. Thus, radio in sometimes considered being more efficient.
- **Film**: Film is an audio-visual medium of mass communication. It encompasses motion pictures as individual projects as well as the field in general. The name comes from the photographic film, historically the primary medium for recording and displaying motion pictures.
- **Video games**: A video game is a computer-controlled game where a video display such as a monitor or television is the primary feedback device. The term "computer game" also includes games which display only text or which use other methods, such as sound or vibration as their primary feedback device, but there are very few new games in these categories.
- **Internet:** The internet (also identified simply because "the net") is a lot more interactive method regarding mass media which enable it to end up being temporarily referred to as "a multilevel regarding network". The item contains an incredible number of smaller sized every day, educational, small business along with governmental communities that in concert carry different information along with providers for instance email, on the internet conversation, document shift and also the interlinked websites along with documents of the World Wide Web.
- **Blogs (web logs):** Blogging as well has developed into a pervasive way of media. A blog website is usually a site, usually looked after by somebody, having standard records connected with discourse, information connected with situations or perhaps interactive media for example graphics or perhaps movie, video, images. Records may be shown in reverse chronological get, having most up-to-date articles found at the top
- **Podcast**: A podcast is a series of digital-media files which are distributed over the internet using syndication feeds for playback on portable media players and computers. The host or author of a podcast is often called a podcaster.
- **Mobile**: Mobile phones were introduced in Japan in 1979 but became a mass media only in 1998 when the first downloadable ringing tones were introduced in Finland. The mobile media content includes ringing tones, mobile gaming, MP3 or MP4 files, music videos, various news, entertainment and advertising services etc.
- **Outdoor media**: Outdoor media are a form of mass media which comprises of billboards, signs, placards placed inside and outside of commercial buildings or objects like shops or buses, flying billboards (signs in tow of airplanes) blimps and skywriting.
- **Other Media**: Pamphlets, brochures and posters constitute other print media used to disseminate health messages. There are some traditional media-drama, Jatra stage etc.

On the Basis of Organizational Relationship

<u>Formal Communication</u>

Formal Communication is the exchange of official information that flows along the different levels of the organizational hierarchy and conforms to the prescribed professional rules, policy, standards, processes and regulations of the organization.

The formal communication follows a proper predefined channel of communication and is deliberately controlled. It is governed by the chain of command and complies with all the organizational conventional rules. In the organizational set up the formal communication can observe any of the following forms:

TYPES OF FORMAL COMMUNICATION
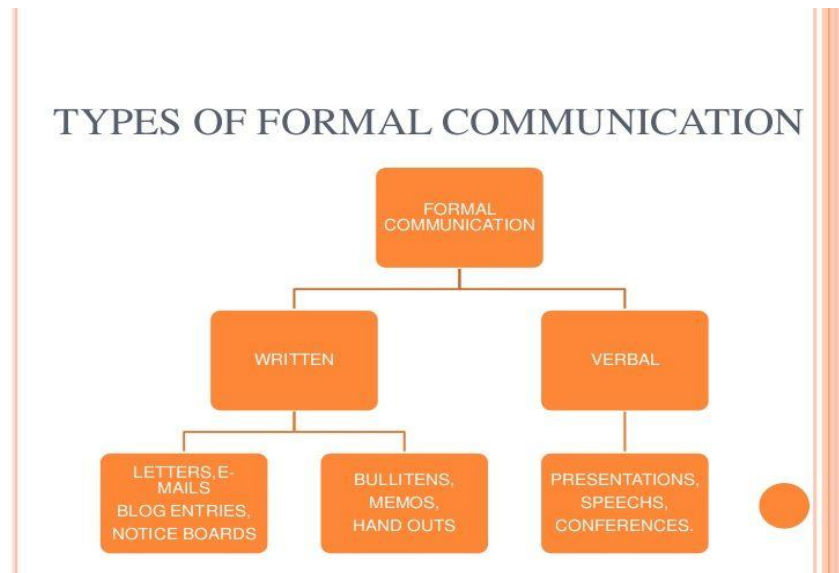
Merits of formal communication	Demerits of communication
• Have smooth communication network	• Authoritative system-dominate lower level employees
• Increases efficiency	• Rigid form of communication
• Maintain permanent record enable to make decision	• Costly and involves lot of time
• Coordination of work among various departments	• Delay in decision making
• Less chances of errors and mistakes	• Lack of initiative and no creative ideas
• Creates discipline in the mind of employees	• Lack of cordiality

Formal Communication Network

The **Formal Communication Network** shows the pattern of the communication, i.e., the way in which the formal communication is facilitated.

There are several types of formal communication networks classified on the basis of the degree to which they are centralized and decentralized. These are:

1. **Wheel Network:** This is the most centralized forms of a communication network wherein all the information flows from one central person, typically the leader. The other members have little or no communication link with each other. Here, the leader deliberately controls the line of communication and make sure that the information reaches all in the group.
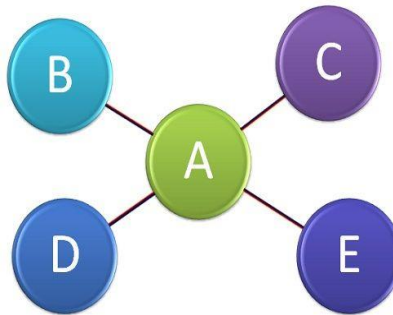

2. **Chain Network:** Under the chain pattern, the information flows either up or down the line. Here each person gets the information from his immediate superior and then passes it to their immediate subordinates. Likewise, the chain gets created, and all members get connected to a single person, typically the leader. This network is suitable when the information to be passed is legally correct.


3. **Circle Network:** The circle network is one of the decentralized forms of a communication network wherein the information is shared equally among all the members. Here each person gives and receives information from two or more persons in the network. Under this pattern, each member has the equal chance to participate.
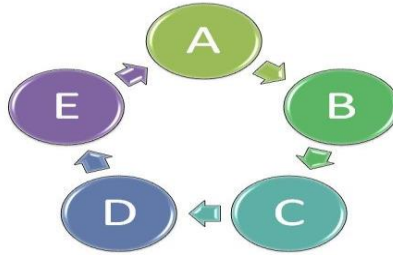
4. **Free Flow Network:** Under this pattern, everyone is connected to each other, and the information can flow freely from anywhere in the organization. It is the most decentralized form of formal communication. The distinct feature of this communication pattern is that all the persons in the group are linked to each other and can freely communicate with anyone they want.
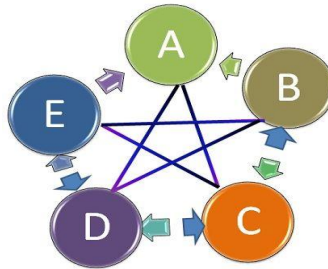
5. **Inverted "V" Communication:** The inverted "V" communication is a formal network wherein the subordinate is allowed to communicate with his immediate superior as well as with the superior's superior, i.e. the boss of the immediate boss. But, however, the communication between the subordinate and the superior's superior is limited.
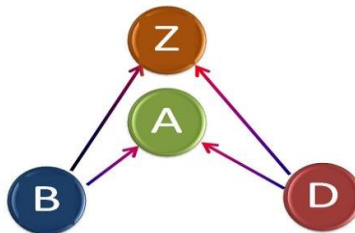
Thus, several formal communication networks get created in the organization when people follow a proper channel of communication in respect of their hierarchical positions.

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.

The informal communications are based on the personal or informal relations such as friends, peers, family, club members, etc. and thus is free from the organizational conventional rules and other formalities. In the business context, the informal communication is called as a **"grapevine"** as it is difficult to define the beginning and end of the communication.

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 disliking's.

| Merits of informal communication	Demerits of informal communication
A system of alternative way to communicate	Distortion-provides harmful to employees
Interpretation- message passed to subordinates require explanation	Lack of secrecy causes huge damage to organization
Employees have better opportunity to raise their complaints	Incomplete information
Increase efficiency in the cordial environment	No cooperation among the employees involved in the communication
Improves relation between management and labor	Misunderstanding and leads to conflict

Informal Communication Network

The **Informal Channel Network** or **Grapevine Network** shows the pattern of the communication, i.e. how the informal communication passes from person to person.
Specialists have identified four distinct types of informal communication network, which are listed below:

1. **Single Strand Network:** Under this communication pattern, the information flows from one person to the next person in the network. Such as, one person will give information to another person who will communicate it to the next person and similarly the third person will also communicate the same message to the next person in the network and so on. This type of chain is less reliable and accurate to pass on the message. Here, the communication process is linear.


2. **Gossip Chain Network:** In the gossip chain network, there is an individual who tells the message to all other members in the network directly. He is generally the central person who seeks out and transmit information to all that he has obtained. Here, every person in the network communicates with each other informally. This network is often used when the subject matter is unrelated to the nature of the job.
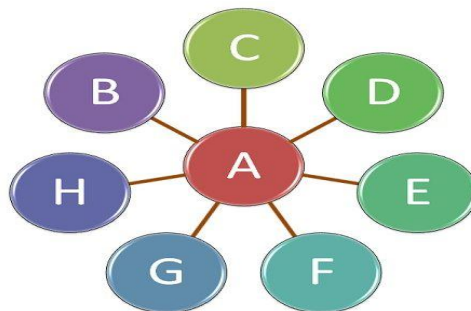
3. **Probability Chain Network:** Under this communication pattern the information passes randomly from persons to persons. Such as, there is an individual who acts as a source of message selects any person randomly in his network to communicate the message. That second person will again, select another person randomly and passes on the message to him, likewise the communication flows to different people chosen randomly. Here, the source of information for each member of the network is different. This communication pattern is used when the information is interesting, but not significant.
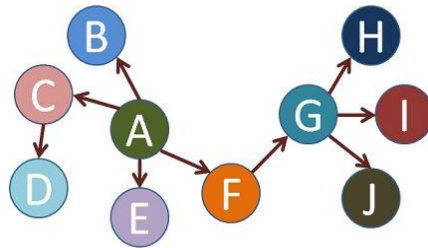
4. **Cluster Chain Network:** In the cluster chain network, there is an individual who, acts as a source of a message, transmits information to the pre-selected group of individuals out of whom few individuals again tell the same message to other selected group of individuals. Likewise, the chain continues, and the message reaches to all in the network. This pattern is similar to the telephone tree, wherein one person calls other two persons, then these two persons call other three persons and again these three persons are expected to call other three persons. Likewise, the information gets transmitted to all persons connected to the telephone network. This is the most common form of informal communication network.
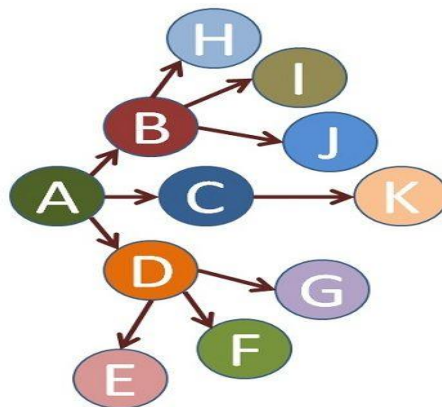
Thus, several informal communication networks get created in an organization when people interact with each other irrespective of their hierarchical positions.

Differences between Formal and Informal Communication

Subject	Formal Communication	Informal Communication
1.Definiation	When communication takes place through the formal official channels then it is known as formal communication.	Any communication by passing the formal channels can be termed as informal communication.
2.Flexibility	Formal communication is not flexible.	It is flexible.
3.Degree of control	Formal communication is totally controlled by the management.	It cannot be controlled like formal communication.
4.Evidence	It has documentary evidence.	It has no documentary evidence.
5.Discipline	Official discipline is strictly maintained in formal communication.	Official decorum and discipline are not followed.
6.Flow of information	In formal communication information can flow only upward and downward.	But in informal communication information flows freely to all direction.
7.Speed	Here speed of communication is slow.	Informal channels are very fast; here information can be transmitted instantly.
8.secrecy	In case of formal communication secrecy can be maintained.	Here maintaining secrecy is very difficult.
9.Rumor	There is no scope for creation of rumor in formal communication.	Due to its flexible nature rumor can be created.
10.Distortion	Generally information is not distorted.	As official decorum is not followed information can be distorted.
11.Time	It is time consuming.	Less time is taken for transmitting information.
12.Misunderstanding	In case of formal communication caution, there is almost no chance of misunderstanding.	Due to lack of control misunderstanding can takes place?
13.Cost	It is expensive.	It is less expensive than formal communication.
14.Mistakes	As official discipline is maintained chance of mistakes is very low.	On the other hand, as strict rules are not followed possibility of mistakes is very high.