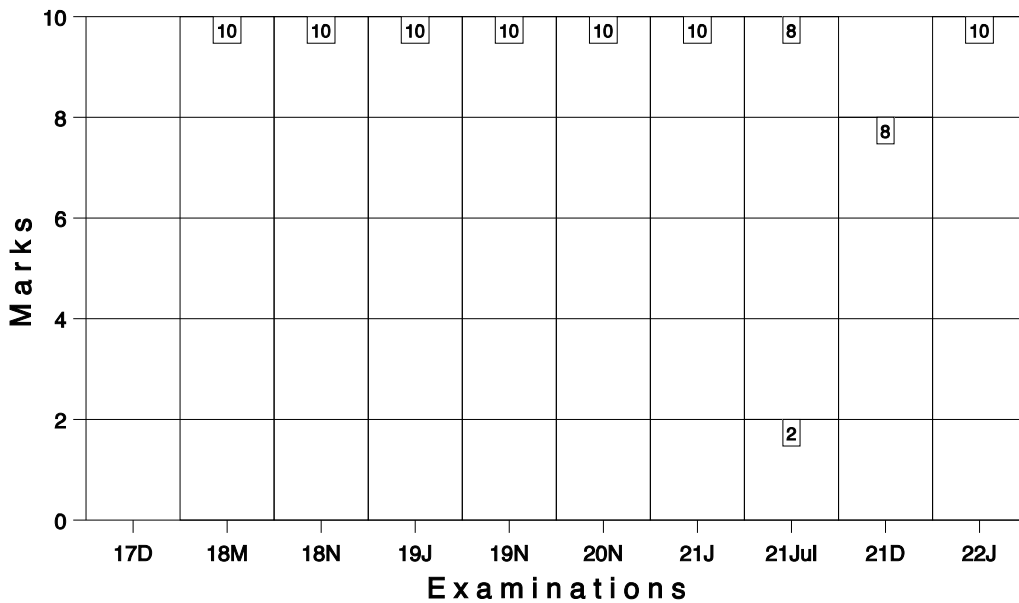


<b>CHAPTER</b>	<b>Communication</b>
<b>1</b>	

Marks of Objective, Short Notes, Distinguish Between, Descriptive & Practical Questions

**Legend**

Objective  
 Short Notes  
 Distinguish  
 Descriptive  
 Practical



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**PAST YEAR QUESTIONS AND ANSWERS****OBJECTIVE QUESTIONS**

**2004 - Dec [2]** State with reasons which of the following statements are true or false. Your answer to each statement should not exceed 30 words. (Attempt *any ten*):

- (i) Communication involves only sending of a message.
- (ii) No one can be held responsible for informal communication.
- (iii) Encoding the matter is an important element of communication.
- (iv) Vertical communication and horizontal communication are one and the same.
- (v) Body language generally speaks the truth while speaker may play with words to hide the truth.
- (vi) Offensive language is a sure way to build goodwill and reputation.
- (vii) Verbal communication is inclusive of written communication.
- (viii) Truth and coherence are of equal importance in communication.
- (ix) Feedback is merely wastage of time, energy and efforts.
- (x) Effective messages are invariably you-centered. (10 marks)

**Answer:**

- (i) **False** : Communication involves exchange of facts, ideas, or opinions between the two Sender and Receiver.
- (ii) **True** : Informal communication does not move through formal channels and is therefore difficult to record, and locate the source.
- (iii) **True** : Encoding provides concrete shape in words or in symbols and is therefore an important element of communication.
- (iv) **False** : Vertical communication flows from top to bottom, i.e. between superior and subordinates where as horizontal communication comprises of communication among the members at the same level of the hierarchy.

- (v) **True** : One can misrepresent facts by false speaking but cannot hide its emotion which come out through body language, which generally speaks the truth.
- (vi) **False** : Offensive language results into hatred and leads into ill-will, proves to be ineffective communication.
- (vii) **True** : Verbal communication includes both written and oral communication, and use words for expression.
- (viii) **True** : Coherence ensures proper link between words sentences and paragraphs where as truth provides credibility.
- (ix) **False** : Feedback helps the sender in knowing that the receiver has received correct message and understood it in the same sense. Feedback is not a waste of time, energy and efforts.
- (x) **True** : All messages are encoded keeping in mind the attributes of the receiver. The use of the word 'you' is more rather than 'I' 'we' etc. due to this reader finds it more interesting.

**2005 - June [2]** State with reasons whether the following statements are true or false. Your answer to each statement should not exceed 30 words:

- (i) Communication requires a medium.
- (ii) Written communication is at times better than oral communication.
- (iii) Oral communication is economical.
- (iv) Communication is culture bound.
- (v) Feedback is the culmination of the communication process.
- (vi) While encoding the message, we must take into account the attributes of the receiver.
- (vii) Facts lend credibility to our communication.
- (viii) In a vertical structure, all the important decisions are taken at the bottom.
- (ix) Information never gets distorted or filtered while passing through different levels of hierarchy.
- (x) We should use 'respected sir' as salutation while addressing letter to a firm.
- (xi) Complimentary close should match the salutation.
- (xii) Brevity is the soul of business communication. (1 mark each)

**Answer:**

- (i) **True** : Communication requires a medium to enable transmission of the message.
- (ii) **True** : Written communication may be used as evidence and also can be produced in future.
- (iii) **True** : Oral communication is economical as it saves man-hours to be spent in preparing circulars and also saves the stationary spent on such notes.
- (iv) **True** : A word or gesture may have different meanings in different cultures.
- (v) **True** : Feedback is the culmination of communication process as it confirms that the receiver has correctly understood the message.
- (vi) **True** : While encoding the message the sender must keep in mind the educational and cultural level of the receiver.
- (vii) **True** : Facts lend credibility as they cannot be denied by anyone.
- (viii) **False** : All important decisions are taken at the top in a vertical structure form of organisation.
- (ix) **False** : Information gets distorted or filtered as it passes through more number of hierarchical levels.
- (x) **False** : A letter addressed to the firm should have Dear Sirs as the salutation.
- (xi) **True** : Complimentary close must match the salutation as, sir  
yours truly,  
Dear Sir- yours faithfully  
Dear Mr. Singh – yours sincerely
- (xii) **False** : Brevity without vitiating the contents is the soul of good communication.

**2005 - Dec [2]** State with reasons whether the following statements are true or false. Your answer to each statement should not exceed 30 words.

- (i) Communication is an inherent part of a manager's role and takes up the majority of the manager's time on the job.

- (ii) Culture is the foundation of communication.
- (iii) Kinesic behaviour is a form of written communication.
- (iv) Proxemics deals with eye contact.
- (v) Paralanguage refers to how something is said rather than the content.
- (vi) Time also communicates in business.
- (vii) The speed with which message is transmitted may at times be a cause of misinterpretation.
- (viii) Though English is in common use in business world, it would be better to use local language.
- (ix) Face-to-face interaction being the best way of feedback, companies always use only this method.
- (x) Decoding is required only once in a two-way communication.
- (xi) Grapevine is part of formal communication.
- (xii) Despite being expensive, the visual mode of communication is superior to the audio mode. (1½ marks each)

**Answer:**

- (i) **True** : Communication, is an inherent part of a manager's role as they spent 90% of their time communicating with people.
- (ii) **True** : Culture integrates the pattern of human knowledge, belief and behaviour for learning and transmitting knowledge to succeeding generations.
- (iii) **False** : Kinesics is the non-verbal behaviour related to movement of the body or body parts.
- (iv) **False** : Proxemics, deals with the amount of space maintained by people in different situations and cultures.
- (v) **True** : Paralanguage reminds us that people convey their feelings not only in what they say, but also in how they say it.
- (vi) **True** : Time is as important as money. Money lost can be re-earned but time once lost cannot be recovered.
- (vii) **True** : High speed message transference cause misinterpretation of the message and this leads to communication failure.

- (viii) **True** : The use of local language removes the problem of exact meanings of words, nuances, phrases, slang language, and also establishes a direct and informal contact with the local people.
- (ix) **False** : In long distances dealings there are limitations to the use of face-to-face interaction.
- (x) **False** : Decoding is required in both, when the original message is received by the receiver and also when the receiver sends its feedback.
- (xi) **False** : Grapevine is the informal transmission of information, gossip or rumour from person to person.
- (xii) **True** : The use of pictures, charts, diagrams graphics aids ensure that the message is easily remembered by the receiver for a longer duration.

**2006 - June [2]** State, with reason (s), whether the following statements are true or false. Your answer to each statement should not exceed 30 words.

- (i) Decoding takes place only once in the process of communication.
- (ii) Feedback makes communication effective.
- (iii) A good system of communication makes use of both oral and written messages.
- (iv) Colour does not communicate.
- (v) 'Two crossed bones under a skull' convey nothing.
- (vi) Oral communication is very popular in all kinds of organisations.
- (vii) Time also communicates. (1½ marks each)

**Answer:**

- (i) **False** : Decoding is required in both, when the original message is received by the receiver and also when the receiver sends its feedback.
- (ii) **True** : Feedback confirms the receipt of the message and its understanding to the receiver.
- (iii) **True** : Organisation uses both oral and written form of communication for its growth and survival.

- (iv) **False** : Colours communicate, e.g. traffic signals of Red, Yellow and Green colour communicate to stop, to get ready and to go, respectively.
- (v) **False** : It conveys danger signal.
- (vi) **True** : Oral communication has quick response, greater flexibility, direct contact are is cost effective.
- (vii) **True** : Time is as important as money. Money lost can be re-earned but time once lost cannot be recovered.

**2006 - Dec [2]** (a) State, giving reason, whether the following statements are true or false. Your answer to each statement need not exceed 30 words :

- (i) Face to face interactions are better than electronic communication to create mutual understanding and trust. (2 marks)
- (ii) In a normal conversation between two persons, non-verbal communication plays a greater role. (2 marks)
- (iii) Oral communication saves time. (2 marks)

**Answer:**

- (i) **True:** Altered body chemistry can be experienced in face to face meetings. Mutual understanding and trust are increased through secretion of hormones such as oxytocin. High speed electronic communication may strip it of value and sophistication.
- (ii) **True:** According to Edward Hall, in a normal conversation between two persons, less than 35% of the social meanings are actually transmitted by words while about 35% is conveyed through non-verbal chain i.e., the body language.
- (iii) **True:** When action needs to be taken instantly or immediately, the best way to communicate is to do so orally. Oral communication helps receive instant feedback and enables us to modify the message. It thus saves time and quickens the follow-up action.

**2007 - June [2]** (b) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) Communication is a circular process.
- (ii) Verbal communication means oral communication.
- (iii) Your business card says volumes about you.

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- (iv) The formal channel of communication is also called 'grapevine'.
  - (v) Flowers have their own language.
  - (vi) Sending MIS report is a form of an upward communication.
- (2 marks each)

**Answer:**

- (i) **Correct** : Communication begins and ends on the sender who initiates communication.
- (ii) **In correct** : Verbal communication includes use of words, which may be written or spoken.
- (iii) **Correct** : A well designed business cards helps you stand apart from others and it is a testament to the culture prevalent in the organisation; the card holder is working with.
- (iv) **In Correct** : Grapevine is an informal form of communication.
- (v) **Correct** : Flowers convey emotions differently on different occasions-  
Sympathy on death; love in romance; congratulation on promotion, respect to elders, and warmth to youngsters.
- (vi) **Correct** : Mis reports are prepared for and submitted to superiors to take appropriate actions and decisions.

**2007 - Dec [2]** (b) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) Meaning of the communication is in the mind.
- (ii) Verbal communication is inclusive of written communication.
- (iii) Grapevine network can be good for the business.
- (iv) Non-verbal communication happens continuously.
- (v) During presentations, the presenter should concentrate on the visuals and not the audience.
- (vi) Hearing is the same as listening.
- (vii) Misspoken and miswritten communications each year cost people their careers and cost companies their profits. (2 marks each)

**Answer:**

- (i) **In correct** : Communication is an exchange of facts, ideas, opinions or emotions between two-or more persons.



- (ii) **Correct** : Verbal communication includes use of words, which may be written or spoken.
- (iii) **Correct** : Grapevine is effective in generating creative solutions to short-term problems which formal channels are unable to provide.
- (iv) **Correct** : Body language, gestures, vocal changes provide lot of signals to our behaviour and communication.
- (v) **Incorrect** : Eye contact is more essential than the visual contact, to the audience for effective communication.
- (vi) **Incorrect** : Hearing is the physical capacity to sense sounds, whereas listening is required to perceive meaning and achieve understanding.
- (vii) **Correct** : Failure to communicate in organization may cause delay in achieving targets.

**2008 - June [2]** (b) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) An unspoken or unwritten message that uses body language is known as verbal communication.
- (ii) "Words ought to mean what they say".- The Times.
- (iii) Written communication is always a wasteful activity.
- (iv) Feedback is communication about communication.
- (v) We also frequently communicate by our silence.
- (vi) Speak-Do not read aloud.
- (vii) We should prepare ourselves to communicate with conviction.

(2 marks each)

**Answer:**

- (i) **Incorrect** : Verbal communication is written or spoken message that uses words to exchange information.
- (ii) **Correct** : Words used in the communication process should mean the same thing that we want to convey.
- (iii) **Incorrect** : Written communication is mandatory for legal and future reference requirements.

- (iv) **Correct** : Feedback is a response from the receiver to the sender.
- (v) **Correct** : Through silence, we may communicate our indifference.
- (vi) **Correct** : The best speeches are spoken with passion and feeling.
- (vii) **Correct** : The sender should always possess the correct and relevant fact to the receiver after careful preparation and revision.

**2008 - Dec [4]** (a) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) In communication, it pays to increase your word-power.
- (ii) Communication should not only be made, but it should appear to have been made.
- (iii) Non-verbal communication is not universal.
- (iv) Silence is also speech.
- (v) You cannot simultaneously use both verbal and non-verbal communication forms.
- (vi) Flowers have a language for all occasions.
- (vii) Grapevine always provides correct information. (10 marks)

**Answer:**

- (i) **Correct** : With a good vocabulary, we can become more expressive.
- (ii) **Correct** : Communication is a two way process, it has to be visible for the sake of record.
- (iii) **In Correct** : Non-verbal communication is used by all human beings for e.g. feelings, emotions, aggression etc. are used by all to express themselves.
- (iv) **Correct** : Mere silence is also speech as it communicates lack of interest or understanding and even refused.
- (v) **In Correct** : Both verbal and non-verbal communicates often go together.  
For e.g. A Person raises his hand to mark his presence or attendance.
- (vi) **Correct** : Flowers are expensive and convey meaning according to the situation one is in e.g. on birth, they convey happiness & on death, they convey sorrow.

- (vii) **In Correct** : Grapevine communicates rumours and only half - truths, and it is not an official mode of communication.

**2009 - June [4]** (a) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) Communication is a dance – something that happens between people. Every dance is different and every dancer is different.
- (ii) It is better to keep your mouth shut and appear a fool than to open your mouth and prove it.
- (iii) Communication is irreversible.
- (iv) You have eyes but do not see. People have ears but do not hear.
- (v) Studies have revealed that people retain 10% of what they read, 20% of what they see, 30% of what they hear, and 50% of what they hear and see.
- (vi) General appearance has nothing to do with non-verbal communication.
- (vii) Colours have their own language and meaning. (2 marks each)

**Answer :**

- (i) **Correct** : Communication happens between and among the people. Communication is done keeping in mind variety of situations which are all different and with different people.
- (ii) **Correct** : When one has to deliver a better communication, the speaker thinks first, before delivering any speech.
- (iii) **Correct** : Communication is irreversible as once a message is sent it cannot be taken back. Once there is a slip of tongue, it results into emotional out burst.
- (iv) **Correct** : When the listeners are disinterested in the topic they fail to see and hear.
- (v) **Correct** : One has to present the communication skills and shall incorporate all the five senses of sight, hearing, smell, feel and taste in his presentation. Thus making it more appealing to all.

- (vi) **Incorrect** : General appearance also forms a part of non-verbal communication and conveys more about age, height, weight, and physical characteristics and hence enhances one's individual personality.
- (vii) **Correct** : Colours have their own meaning as red denotes to stop, danger, and green colour denotes to charge or to go ahead.

**2009 - Dec [4]** (a) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) Culture is communication and communication is culture.
- (ii) The words in themselves carry the meaning.
- (iii) The words 'okay', 'you know' and 'hai' the non-word vocalisers, are fillers.
- (iv) Your voice is like a musical instrument.
- (v) Raising an eyebrow does not signify anything.
- (vi) Communication takes many forms.
- (vii) Silence is not always golden. (2 marks each)

**Answer :**

- (i) **Correct** : Communication is influenced by culture, lack of cultural familiarity results into communication failure.
- (ii) **Incorrect** : The words in themselves may not carry the entire meaning. The non-verbal communication, adds meaning and weight to it.
- (iii) **Correct** : Use of such words like 'Okay', 'you know', and 'hai' helps the speaker gain time and analyse the feedback.
- (iv) **Correct** : Intonation helps us communicate our voice and its varying pitch produce affects the meaning.
- (v) **Incorrect** : Raising of an eye-brow signifies anger or disagreement.
- (vi) **Correct** : Communication may be verbal and non-verbal.
- (vii) **Correct** : Silence may be wrongly interpreted as acceptance of a proposal. Silence in face to face communication means unwillingness to provide feedback.

**2010 - June [4]** (a) State, with reasons in brief, whether the following statements are correct or incorrect.

- (i) The two mistakes most organisations make during difficult times are—not communicating enough and not communicating well enough.
- (ii) The two words—‘please’ and ‘thank you’ have been used too much and in future they should be used sparingly.
- (iii) Words can hurt.
- (iv) All the channels through which message is sent across have the same strengths and weaknesses.
- (v) Formality kills conversation.
- (vi) Gossip at work is always unwelcome.
- (vii) To communicate ideas, they are often given various forms.

(2 marks each)

**Answer :**

- (i) **Correct;** Majority of the cases of misunderstanding and confusion are the result of miscommunication’. organizations spend lot of time in over coming their delayed tasks, and are not able to communicate properly with their employees and therefore it leads to confusion.
- (ii) **Incorrect;** The two words “Thank you” and please are the most powerful business words and largely affect all the business operations.
- (iii) **Correct;** A hard word, or a harsh sentence or an insensitive phone can destroy relationship, reputations and can even destroy careers.
- (iv) **Incorrect;** Different channels posses different strengths and weaknesses. You have to do your best to match your selection to your message and your intentions.
- (v) **Correct,** Formality of the medium must be suitable to content of the message.
- (vi) **Incorrect;** Gossips significantly augments our understanding of human nature and the world around us, and it also benefits us at work.

- (vii) **Correct;** Effective expression of ones ideas in writing and in speech results into better communication through various forms.

**2010 - Dec [4]** (a) State, with reasons in brief, whether the following statements are true or false.

- (i) Communication is the 'life blood' of every organisation.
- (ii) Horizontal communication between peers is a luxury.
- (iii) External communication can have a far-reaching impact on a firm's reputation and ultimate success.
- (iv) Feedback may take many forms.
- (v) In some occupations, actions speak louder than words.
- (vi) Raising an eyebrow does not signify anything.
- (vii) Always see your message from your receivers' point of view.

(2 marks each)

**Answer :**

- (i) **Correct :** In order to interact and react, every organisation is required to communicate and exchange ideas and facts.
- (ii) **Incorrect :** Horizontal communication is important for coordination and planning, requests, suggestions, advice may be exchanged uniformly.
- (iii) **Correct :** External communication helps organisations to actively build up their image in a positive way by monitoring and setting up relationships with segments of the public through various media.
- (iv) **Correct :** Feedback can take many forms, such as it can be an emotional reaction, oral, or written message or simply silence.
- (v) **Correct :** A traffic police man controls by pointing arms to stop or to move ahead.  
Public in noisy stadiums or traffic in crowded streets often communicate by some action or gestures.
- (vi) **Incorrect :** Raising an eyebrow signifies a complement, a question mark, or a doubt.
- (vii) **Correct :** Communication becomes effective if the message is from Receiver's point of view, and its need and culture.

**2011 - June [4]** (a) State, with reasons in brief, whether the following statements are true or false.

- (i) Studies have revealed that people retain 10% of what they read, 20% of what they see, 30% of what they hear and 50% of what they hear and see.
- (ii) Failing to communicate is communicating to fail.
- (iii) Words are the most powerful tool invented by human beings.
- (iv) Gestures are as important as verbal communication.

(2 marks each)

(b) Find out the type of communication in the following cases along with the reason in support of your answer. Attempt **any two** :

- (i) Ishu makes order for 10 air-conditioners of 2 tons each over phone to the air-conditioner manufacturer, which the company accepts instantly.
- (ii) The manager issues a memo to his subordinate on coming late.
- (iii) Mansi, Training Manager, delivers her lecture to the trainees with the help of electronic presentation.

(2 marks each)

**Answer :**

- (a) (i) **True:** While presenting any presentation one must take into account what appeals to all the five senses-of-sight, leaving smell, feel and taste.
  - (ii) **True:** Not understanding the clear meaning of what to communicate results into communication failure.
  - (iii) **True:** As words allow the mind to see what one's eyes cannot; they are the most powerful tool,
  - (iv) **True:** Gestures speak more than the words can signify e.g. Smile or a cry can signify our thoughts instantly.
- (b) (i) Since the order was made over the phone-call it is an oral communication.
- (ii) Memos are written form of communication.
  - (iii) Electronic Presentation includes-audio-visual form of communication.

**2011 - Dec [4]** (a) State, with reasons in brief, whether the following statements are true or false.

- (i) Silence is not a means of communication.
- (ii) Verbal communication can be either oral or written.
- (iii) Group decisions are always good.
- (iv) Only one standard format is there in which a business letter can be written.
- (v) Written communication is not a creative activity.
- (vi) It is the sole responsibility of the sender of the message to overcome external barriers to communication.
- (vii) Communication is a one way process. (2 marks each)

**Answer:**

- (a)**
- (i) **Incorrect:** Silence can be an effective means of communicating varied emotions like shyness, discomfort, respect, indifference, fear, suspense, communication gap, sense of anticipation etc.
  - (ii) **Correct:** Verbal means connected with words and use of words. Words are accurate and powerful means of communication which could be either spoken/oral or written.
  - (iii) **Incorrect:** Group decision-making suffers from a number of limitations like domination by few members, long unproductive discussion, high expense and difficulties of responsibility fixation.
  - (iv) **Incorrect:** A business letter can be written in any of the three standard formats-full block modified block and semi block.
  - (v) **Incorrect:** Written communication is based on conscious efforts that require act imagination and creativity. Therefore, it is a creative activity.
  - (vi) **Incorrect:** It is not the sender's sole responsibility and he cannot always remove barriers to communication. He can try to overcome them for better communication. The external barriers are many a time not under his control.



- (vii) **Incorrect:** Communication is a two way process as both the sender and the receiver of the message are involved in communication.

**2012 - June [4]** (a) State, with reasons in brief, whether the following statements are true or false.

- (i) An office order carries a stamp of authority with it and has to be accepted.
- (ii) Hearing is synonymous to listening.
- (iii) Communication varies in the culture and cultural background.
- (iv) Gestures make communication more effective.
- (v) Research studies show that at the work-place on an average employees spend about two-third time of their working time in listening.
- (vi) Anger is the worst enemy of communication.
- (vii) If the seller has undercharged the buyer, he may send a 'credit note' to the buyer.
- (viii) Cluster chain communication is the most popular kind of formal communication. (2 marks each)

**Answer:**

- (a) (i) **True:** Office orders generally deal with matters affecting rights and privileges of employees. They are used for downward communication. They carry a number since they remain in force till revoked and are filed for future reference.
- (ii) **False:** Listening is active with full attention to achieve understanding whereas hearing is the physical capacity to sense sounds.
- (iii) **True:** Culture and cultural background determine the degree of intimacy in verbal and non verbal communication. We live in cultural diverse world where people from different background may have different approaches to varied aspects of life. Also the gesture, choice of words and body language are influenced by culture.
- (iv) **True:** Gestures are very important as our facial expressions and movement of body parts speak more than the words can signify. E.g. smile or frown can signify our thoughts.

- (v) **False:** At the work place, employees spend about 33% of their time in listening; 26% in speaking; 23% in writing and remaining 18 in other activities.
- (vi) **True:** Anger is the worst enemy of communication because it creates blocks and walls in the mind.
- (vii) **False:** If the seller has undercharged the buyer, he may send a "Debit Note" to the buyer. It shows the details of the error and it is sent to cover the amount of difference.
- (viii) **False:** It is the most popular kind of grapevine communication or informal communication. It does not flow through the officially recognised channel and it cuts across official lines of communication.

**2012 - Dec [4]** (a) State, with reasons in brief, whether the following statements are true or false.

- (i) Gestures are as important as verbal communication.
- (ii) Grapevine is an official model of communication.
- (iii) Notification and agenda mean the same thing.
- (iv) Office orders are an upward form of communication.
- (v) Noise is a physical barrier to communication.
- (vi) Written communication is always a wasteful activity.

(2 marks each)

**Answer:**

- (i) **True:** Gestures are very important as our facial expressions can add to the meaning of our verbal message.
- (ii) **False:** Grapevine is an unofficial mode of communication, which is often speculative and based on half-truths. It circulates among employees without official sanction.
- (iii) **False:** Notification means an official notice, say of a meeting to be held while agenda means details of items of business to be discussed.

- (iv) **False:** Office Orders record decisions relating to appointments, transfers, promotions, grant or withdrawal of increments etc. and can be issued only by superiors. Therefore, they are a downward form of communication.
- (v) **True:** A Communication cycle is complete only when the message reaches the receiver as is intended. If it encounters noise at any level, there is a communication failure.
- (vi) **False:** Written communication is not a wasteful activity as it is necessary to maintain records of an organization and for complying with legal provisions.

### DISTINGUISH BETWEEN

**2021 - July [9]** (a) Distinguish between General English and Business English. (2 marks)

**Answer:**

- While both are kinds of English language as forms of communication, the approach and objectives of these two widely vary from each other.
- The approach for the General English leans more on the basic, conversational, day -to- day use of words, while business English is a systematic and complex mode of speaking the said language.
- Business English is used in workplaces or offices for business communication.

### DESCRIPTIVE QUESTIONS

**2002 - Nov [1]** (c) Comment on the following statement in about 30 words each:

- (i) Communication does not simply involves sending of a message by a person.

- (ii) Encoding the matter is an important element of communication.
- (iii) Sign language cannot be complete substitute for a verbal, Communication in all cases.
- (iv) Body language always speaks the truth while speaker may play with words to hide the truth.
- (v) No one can be responsible for informal communication.
- (vi) Horizontal communication facilitates co-ordination of interdependent activities. (1 mark each)

**Answer:**

- (i) **Communication does not simply involves sending of a message by a person:** The communicator (the sender) must find out the effect and influence of his communication on the receiver. He must communicate his message in such a manner which is understandable and acceptable by the receiver. This requires serious consideration of the sender, in selecting the best and appropriate language and also the proper time for the purpose of communication.
- (ii) **Encoding the matter is an important element of communication:** Yes, it is true that encoding is an important element of communication. Because under this step, sender organises the ideas into a series of symbols, with the help of which they will be able to communicate the message to the intended receiver. It involves selection of the methods of communication as well as receiver. The wordings may be different in different messages to be sent through different methods.
- (iii) **Sign Language cannot be complete substitute for a verbal communication in all cases:** Sign language cannot be a complete substitute for a verbal communication because it can communicate only elementary and simple ideas which again due to delayed feedback is likely to be misunderstood. They do not have any legal validity and is effective only when it is combined with verbal communication.
- (iv) **Body language always speaks the truth while speaker may play with word to hide the truth:** Yes, it is true that body language always speaks the truth because it conveys the feelings, emotions, attitudes, reactions and responses. On the other hand, there is every possibility

that spoken words may be taken in some other sense.

- (v) **No one can be responsible for informal communication:** Half-truth, rumours, and distorted informations are mostly carried by informal communication. In the absence of a mechanism for authentication of the news and views, the members of the organisation cannot be held responsible. Moreover, there is no chain of command to fix responsibilities.
- (vi) **Horizontal communication facilitates co-ordination of interdependent activities:** Horizontal communication helps in co-ordinating the efforts of different departments of equal level, under the same boss. The managers of each department such as sales, purchase, production, finance and personnel sit together, to develop a common formula for achieving the organisational goals.

**2002 - Nov [2] {C}** (b) State the major limitation of Para language.

(3 marks)

**Answer:**

**Advantages:**

1. Para language aids the verbal communication. Verbal communication is incomplete without para- language.
2. One can very easily judge the speakers background both educational and cultural from the way he speaks.
3. Para language also indicates the speakers position in the hierarchical structure of the organisation.
4. Para language is also helpful in dealing with a particular person.
5. Para language is not rigid and one can improve it by observing and listening the good speakers.

**Disadvantages:**

1. Para language cannot be fully relied upon as it is only a like language.
2. Listener has to be open minded otherwise the para language may prejudice him.
3. Para language can thus be misleading or misguiding.
4. It requires extra care to get the exact content of the language.
5. Due to speakers belonging to different speech community it is difficult to achieve uniformity.

**2003 - May [1]** (c) Comment on the following statements in about 30 words each:

- (i) The basic purpose of communication is to issue orders to subordinates. (1 mark)
- (ii) Communication need not be made in words alone. (1 mark)
- (iii) The space around us is also used as a source of communication. (1 mark)
- (iv) Communication is a social activity. (1 mark)

**Answer:**

- (i) **The basic purpose of communication is to issue orders to subordinates:** At the top level of the management decision are made for executing those decisions orders which are issued to the subordinates to start the work. The workers associated with the project are continuously motivated and kept involved in the work. A sense of discipline is also developed among them and their morale is kept high. All this requires a constant two-way communication between the managers and the subordinates.
- (ii) **Communication need not be made in words alone:** Communication may be non verbal i.e. communication which does not involve words either written or spoken. It is more concerned with body movement, space, time, voice, tone, pitch, and any kind of audio or visual signals that the communication may use.
- (iii) **The space around us is also used as a source of communication:** Communication also takes place in the space around us. The distance between the speakers reflect their relationship, feelings and attitude towards one another. Thus, the space around us contains and conveys a definite meaning. Proxemics is the study of how we communicate with the space around us.
- (iv) **Communication is a social activity:-** Man being a social animal has to interact with others. This is done by him through communication in an organisation. Effective communication satisfies the personal and social needs. It leads to increase the mutual trust and confidence between the management and the subordinates. Thus, communication is a social activity.

**2003 - May [2] {C}** (a) "Communication in an organisation is multidirectional." Discuss the statement by explaining briefly the different types of channels of communication based on the direction of communication. (7 marks)

**Answer:**

Yes, it is true that communication in an organisation is multidirectional or multidimensional. There are various directions in which it flows. It usually takes the form of the pyramid.

**On the basis of direction, communication may be of four types:**

1. **Downward Communication:** Communication that flows from the top level of the organisation to the bottom level along with the scalar chain are known as downward communication. Examples for such type of communication are orders, instructions, rules, policies, programmes and directives etc. It specifies the extent of the subordinates' authority and their responsibility.
2. **Upward Communication:** Upward communication is just the opposite of downward communication. In this communication system, the message is transmitted from the bottom of the organisation upwards to the top of the organisation through the middle managers along with the line. Usually this includes workers' grievances, suggestions and reactions. This communication system was not appreciated by the superiors. But it has assumed importance in modern times and is considered to be a main source of motivating employees.
3. **Horizontal Communication:** The flow of information between departments or people of equal level in an organisational structure may be termed as horizontal or lateral communication. The two departments may be under the same superior or may have different heads. Such communication may be written or oral. The main object of lateral communication is to co-ordinate the efforts of different departments or persons.
4. **Diagonal Communication:** Diagonal Communication is between people who are neither in the same department nor on the same level of organisational structure. It cuts across departmental lines. It generally takes place when members cannot communicate effectively through

other channels.

These upward, downward, horizontal or diagonal communication may be oral, written, formal, informal or even gestural.

**2003 - Nov [1]** (c) Comment on the following statement in about 30 words each:

- (i) Written communication has a longer life than oral communication. (1 mark)
- (ii) Grapevine communication has its own utility in disseminating information. (1 mark)
- (iii) Information overload is as bad as information gap. (1 mark)
- (iv) Feedback enhances the effectiveness of communication. Comment. (1 mark)
- (v) Paralanguage is not very reliable. (1 mark)
  
- (vi) Face to face communication is sometimes better than written communication. (1 mark)
- (vii) While communicating with the subordinates, a manager should maintain distance. (1 mark)

**Answer:**

- (i) **Written communication has a longer life than oral communication:** A written communication acts as a permanent record for the communication. A person can return back to the subject in the case of the written communication but in case of oral communication a person cannot come back to the same situation. He has no proof of the said words.
- (ii) **Grapevine communication has its own utility in disseminating information:** Grapevine communication can be used in disseminating the information on a temporary basis for knowing the reaction of the people in the organization. Therefore, it has got its own utility and is not waste or useless.



- (iii) **Information overload is as bad as information gap:** It is said that excess of everything is bad. Confusion develops where there are excess information. There is a lot of difficulty in managing the information. It is difficult rather say impossible to segregate the relevant and more important information from the irrelevant one.
- (iv) **Feedback enhances the effectiveness of communication:** One of the basic need of effective communication is that it should be two ways. It should be in such a way which is easily understandable. The initiator should be able to communicate what he wants to do and the listener should be able to understand what the initiator wants to make him understand. Unless the feedback is obtained from the listener, the initiator cannot judge whether his communication is complete and effective.
- (v) **Paralanguage is not very reliable:** Paralanguage is not very reliable because a large number of signs and signals are used. It is very difficult to achieve uniformity. Extra-care is required to come to the exact content of the language.
- (vi) **Face to face communication is some times better than written communication:** Because the gestures and expression of a person sometimes depicts more than the written words. Time and money both are saved in face to face communication which is not possible in written communication. Facial expression makes the communication effective and efficient.
- (vii) While communicating with the subordinates a manager should not maintain distance. Infact, he should adopt an open door policy and maintain a friendly relation with his subordinate. This will enable free flow of information and help him to motivate his subordinates.

**2003 - Nov [2] {C}** (a) Explain briefly the process of communication.

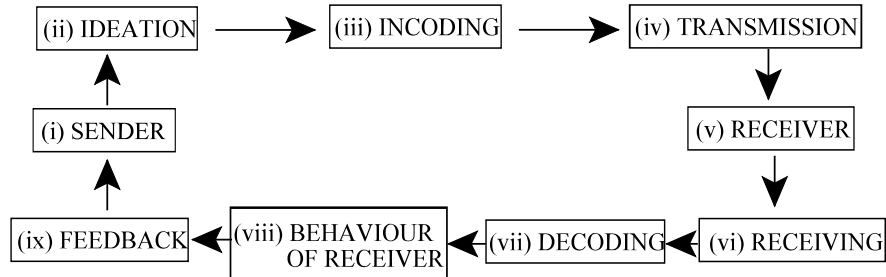
(7 marks)

**Answer :**

The process of communication is the inter-relationship between several inter-dependent components. It consists of a chain of related actions and reactions which together result in exchange of information. In order to

understand the process of communication, it is necessary to describe each of these components.

**A model of communication process is as follows :-**



### The Process of Communication

1. **Sender:** The sender is the first component of the process of communication. The sender may be a speaker, a writer or any other person. He is the one who has a message and wants it to share it for some purpose.
2. **Ideation :** Ideation is the preliminary step in communication where sender creates an idea to communicate. This idea is the content and basis of the message to be communicated. Several ideas may generate in the sender's mind. The sender must identify, analyse and arrange the ideas sequentially before transmitting them to the receiver.
3. **Message :** Message is the heart of communication. It is what the sender wants to convey to the receiver. It may be verbal i.e. written or spoken or non verbal i.e. body language, space language etc.
4. **Encoding :** To encode is to put the idea into words. In this step the communicator organises his ideas into a series of symbols or words which will be communicated to the intended receiver. Thus the ideas are converted into words or symbols. The words and the symbols should be selected carefully. It should be according to the purpose of communication. It should be understandable and most of all it should be suitable for transmission and reception.
5. **Transmission :** Next in the process of communication is transmission of the message as encoded messages are transmitted through various media and channels of communication channel connects the sender and

the receiver. The channel and media should be selected keeping in mind the requirement of the receiver, the communication to be effective and efficient the channel should be appropriate.

6. **Receiver** : Receiver is the person or group for whom the message is meant. He may be a listener, a reader or a viewer. Any neglect on the part of the receiver may make the communication ineffective. Receiver is thus the ultimate destination of the message. If the message does not reach the receiver the communication is said to be incomplete.
7. **Decoding** : Decoding means translation of symbols encoded by the sender into ideas for understanding. Understanding the message by receiver is the key to the decoding process. The message should be accurately reproduced in the receiver's mind. If the receiver is unable to understand the message correctly the communication is ineffective.
8. **Behaviour of the Receiver** : It refers to the response by the receiver of the communication received from the sender. He may like to ignore the message or to store the information received or to perform the task assigned by the sender. Thus communication is complete as soon as the receiver responds.
9. **Feedback** : Feedback indicates the result of communication. It is the key element in the communication and is the only way of judging the effectiveness of communication. It enables the sender to know whether his message has been properly interpreted or not. Systematic use of feedback helps to improve future messages. Feedback, like the message could be oral, written or non verbal. It has to be collected from the receiver.

**2004 - May [1]** (c) Comment on the following statement in about 30 words each.

- (i) Decoding is necessary for interpretation and understanding of message. (1 mark)
- (ii) Grapevine encourage rumour mongering. (1 mark)
- (iii) Verbal communication can be both oral and written. (1 mark)
- (iv) People communicate more through body language than words. (1 mark)
- (v) Proxemics is the study of space language. (1 mark)
- (vi) Feedback makes communication a two way process. (1 mark)

- (vii) Using verbs in active voice makes communication more effective. (1 mark)
- (viii) Written communication can be preserved in sharp contrast to oral communication. (1 mark)

**Answer:**

- (i) **Decoding is necessary for interpretation and understanding of message:** Decoding means converting the symbols encoded by the sender into ideas for understanding. When the message reaches the receiver, it cannot be assured, that he understands it in the same sense as the sender expects him to understand. Therefore, he must decode it draw the interpretation although, decoding may not always be accurate, as every receiver will interpret the message according to his own perception.
- (ii) **Grapevine encourages rumour mongering:** In the grapevine chain, there is communication either from one to another and from another to the other or a person passes on the information to everyone. Since such a communication exchanges many ears and mouths, this leads to rumour mongering.
- (iii) **Verbal communication can be both oral and written:** Verbal means relating to words and the use of the words. These words may be spoken or written. When words are communicated by means of speech, it is called oral communication and when the same is given a permanent effect by means of written down notes, it is called a written communication.
- (iv) **People communicate more through body language than words:** It is true that people communicate more through body language than words because the movement in our body express our inner feelings and thoughts. These movements knowingly or unknowingly conveys messages which can be easily understood by the keen observer. Experts have found the following breakup any communication. Verbal communication -7%, Body movement -55%, Voice, tone, pitch -38%.
- (v) **Proxemics is the study of space language:** The communication is done with the space around it is called 'space language.' This type of communication is related to the distance which is maintained between

the two involved in communication and this distance is called proximity. Therefore, it becomes true that proxemics is the study of space language, where the effectiveness of communication depends upon the distance maintained, which also shows the degree of closeness between the person communicating and to whom communication is made.

- (vi) **Feedback makes communication a two-way process:** The message conveyed by the communicator always gets a response from the receiver in return. This is called 'feedback' which may be verbal or non-verbal. As in this process, both the sender and the receiver are involved, it can be said to be a two way process.
- (vii) **Using verbs in active voice make communication more effective:** Verbs in active voice are the strongest part of the speech as they emphasise on any situation much more than passive voice. Therefore, to make communication more effective verbs in active voice should be frequently used.
- (viii) **Written communication can be preserved in sharp contrast to oral communication:** Written communication is a permanent record, unless it is destroyed. Words spoken may be forgotten over a period of time but written communication can be preserved over year together being of permanent nature.

**2004 - May [2]** (c) Explain how the following contributes towards effective communication:

- (i) Politeness.
- (ii) Clarity of purpose.
- (iii) Feedback.
- (iv) Attentive listening.
- (v) Control on emotions.

(10 marks)

**Answer:**

- (i) **Politeness :** Politeness begets politeness. Polite manners facilitate smooth communication. It encourages participative communication. Irritating expressions should be avoided. Favours should be thanked

generously while omissions should be apologised profusely. Empathic communication will ensure politeness in communication.

- (ii) **Clarity of Purpose** : Good communication never 'happens', but is a result of careful and systematic planning. All communication begins with a message. The message should be as clear as possible. The principle of clarity implies both clarity of thought and clarity of expression. Clarity of thought means that the sender must be clear about what, why, when, to whom and how he wants to communicate. Clarity of expression means that the sender must encode the message with appropriate words so that the message is understood by the receiver.
- (iii) **Use of Feedback** : Communication is complete only when the receiver has understood the message. Whether he has understood the message or not is evident from the feed back received from him. Feed back is thus an important element of communication. It should be used carefully in planning and executing communication. In face to face communication it is easy to get feedback. In all other cases the sender should ask questions, request reply and encourage the sender to send in feed back.
- (iv) **Listening** : Communication is the joint responsibility of the sender and receiver. Active listening is essential for success in communication. Communication cannot be effective without proper listening. The receiver should be attentive and receptive because poor listening defeats the very purpose of communication. For complete success of communication participative listening is essential.
- (v) **Controlling of Emotions** : Self control is essential in effective communication. The communicator should be impartial while encoding and sending the message. He should not allow his emotions, attitudes or bias to distort the message. Similarly the receiver should receive the message without allowing his emotion and prejudices to distort the message.

**2004 - June [3]** Explain the following statements:

- (i) "90% of the problems in a business organisation are caused by ineffective communication." (8 marks)
- (ii) "Nothing moves unless a piece of paper moves." (7 marks)

**Answer:**

- (i) Explain the following: 90% of the problems in a business org. are caused by ineffective communication.

It is correct to say, that in any organization almost all the problems are caused by ineffective communication.

Members working in any organization possess the same goal share, same targets have similar objectives should act as a cohesive unit, striving hard to achieve success. No goal, No target, No objective can be achieved if all members of the team are working in different directions without a purpose.

A well-knit team requires frequent interaction among its members and also a well developed hassle-free communication network.

An effective communication is needed by an organization to fulfill its dream and attain its predetermined objectives. An effective and efficient leader is that, which is able to communicate his desires and dreams to all his team members as and when he requires.

A successful organization also requires members who are able to sink their individual interests willingly and are ready to put in their very best in the interest of the organization as whole.

- (ii) The above statement 'Nothing moves unless a piece of paper moves, is correct in respect to such organizations which are not ready to accept the challenges of the rapid changing environment. They adopt only old traditional form of work culture and pay much emphasis on only written work.

**For example,** if in such organisation, for even a minor job of getting a fan repaired of a canteen one may need to put up a note, get the approval from his boss, invite sealed quotations, open them in front of committee appointed, and award the contract to the lowest bidder. After the completion of job, repairs to be certified, bill to be

presented, sanctioned by the authority appointed and provide the necessary documents to the accounts department for preparing the cheque. Finally, the cheque is given to the legal recipient with a covering letter accompanying it.

An ineffective leader is one who is unable to communicate, or fails to present the goals before his team. This instruction may not be understood by his team for lack of completeness or clarity.

Lack of valuable feedback mechanism or in between corrections in its working strategy by any leader often lands the organization with improper results and with goals not achieved.

Limited vocabulary, restricted means of communication, often provides the members of the team in the organization – a failure to achieve their tasks. Non attentive listening on the part of subordinates often results into-no communication with improper results.

Some times, lack of trust among the subordinates in their superiors force them to conceal the facts and they may misinform in order to suppress personal failures.

Thus, to achieve the objectives defined, the workers in any organization should develop and sustain in, an effective communication network.

Written documents also serve the purpose of record for future. Such records also prevent fraudulent practices and restrict the concentration of power in the hands of very few.

Everything, expressed in writing requires plentiful time and therefore, it causes delays and involves additional expenditure.

Even today, where computerisation has minimised paper work but still the insistence of furnishing hard copies also proves that nothing moves unless a piece of paper moves.

**2004 - Nov [1]** (c) Comment on the following statements in about 30 words each:

- (i) Kinesics is the study of body movements. (1 mark)
- (ii) No oral communication can be effective without proper listening. (1 mark)



- (iii) Written communication is a creative activity. (1 mark)
- (iv) Face is the index of the mind. (1 mark)
- (v) Para language is close to verbal communication. (1 mark)
- (vi) Eye contact is of paramount importance in face to face communication. (1 mark)
- (vii) Anger is the worst enemy of communication. (1 mark)

**Answer:**

- (i) **Kinesics is the study of body movements:** Which involves study of face and eyes, body structure, appearance. This study is important because these send out communicative signals knowingly and unknowingly.
- (ii) **No Oral Communication can be effective without proper listening:** The statement is true. Listening is an essential part of verbal communication. The listener should be active alternative and receptive because poor listening defeats the very purpose of communication listening is a deliberate effort and involves much more than learning.
- (iii) **Written communication is a creative activity:** Written communication is not that spontaneous as that of oral communication. The communicator has time to put his imagination into words. Thus, written communication is a creative activity. It requires a lot of imagination and continuous effort.
- (iv) **Face is the index of mind:** Face is the media which reflects our feelings and emotions. Thus, face is an important tool of body language. Every part of the face be it eyes or eyebrows, lips, nose expresses thoughts in mind. Face reveals both - the type and intensity of feeling.
- (v) **Para language is close to verbal communication:** Para language is like language. It is not exactly verbal because it does not involve words but it is very close to verbal because the voice modulation, way of speaking etc. which are tools of para language convey much more than words. Without it words do not convey their intended meanings.
- (vi) **Eye contents is of paramount importance in face to face communication:** Eyes speak about the characteristics of a person. It also expresses the emotions like anger, fear, adamant, nervousness etc. Thus, eye contact is necessary in face to face communication to

know about the person in contact.

- (vii) Anger interrupts the flow of communication. When a person is angry he loses his self control and pours out words which mars the very purpose of communication. It also creates a barrier between the communicator and the listener.

**2004 - Nov [2] {C}** (a) How can a message be conveyed more effectively through voice? (5 marks)

**Answer:**

Voice is the most important element of para language. It plays an important role in communication. It is the first tool of effective communication. It conveys the message in a very effective way. **A message can be conveyed more effectively through voice by considering the following points:**

1. **Variation of pitch** : Pitch means quality of sound. In order to break the monotony of the speech, variation of pitch is essential. Variation of pitch is also necessary to keep the listener interested in the speech which is the very essence of communication.
2. **Variation of volume** : Variation of volume puts life into one's speech. Variation of volume should be done according to the size of audience. The volume should be such which makes the speaker audible.
3. **Speed of speaking** : Different part of the message should be spoken at different speed. Generally, the part easily understandable can be spoken at a high speed while parts difficult to understand should be spoken in a slow speed. The speed thus, should be such which ensures fluency.
4. **Pause** : Pause is essential. One cannot go on speaking continuously. But a pause should be used effectively. It should be used at right time which not only give the speaker a time to breathe but also gains the listener's attention.
5. **Non-Fluencies** : Non-fluencies 'up' am, you know etc. if used carefully and sparingly add to the fluency of the speaker, giving him time to breathe and making the listener more alert.

**2005 - May [1]** Comment on the following:

- (i) Social responsibility of business adds to the importance of communication.

- (ii) Upstream communication means democratisation of a firm.
- (iii) Grapevine provides psychological satisfaction to employees.
- (iv) Verbal communication can be either oral or written.
- (v) Silence is a means of communication.
- (vi) Verbal communication may lead to semantic problems.
- (vii) Filtering means manipulation of information. (1 mark each)

**Answer:**

- (i) Communication is the life blood of business. Every business has a social responsibility towards the customers, government, suppliers and public. In order that business generate goodwill and proper image effective communication is essential.
- (ii) Upstream communication refers to the flow of information from the lower level i.e. subordinates to the upper level i.e. superiors. Activity report, suggestion, grievances, recommendations are the media of upstream communication. Since it involves all the employees, it paves way for the democratisation of the firm.
- (iii) Informal communication is known as grapevine. It arises because of the desire of the people to communicate without following the formal channels of communication. It draws the employees closer to each other and builds up a co-ordial relationship. It thus, provides psychological satisfaction to employees.
- (iv) Verbal means relating to words and the use of the words. These words may be spoken or written. When words are communicated by means of speech, it is called oral communication and when the same is given a permanent effect by means of written down notes, it is called a written communication.
- (v) Silence is an effective tool of communication. It shows both positive as well as negative response. It however, depends on the observer to interpret the silence through the attitude of the silence communicator.
- (vi) Semantic problem arises from the disadvantages of the symbolic system and meaning of words. Verbal communication uses words which can be interpreted in different way. Due to different interpretation by the sender and receiver the semantic problem arises.

- (vii) Filtering means to remove. Filtering of message means to remove or screen the message in such a way that only relevant part is communicated. However, during the process of filtering there is every possibility that the sender manipulates the message according to his suitability.

**2005 - May [2]** (i) "Listening is the key ingredient of effective communication". Comment. (5 marks)

**Answer:**

Communication cannot be effective without proper listening. Listening is an essential part of verbal communication. The listener should be attentive and receptive because poor listening defeats the very purpose of communication. Listening is a deliberate effort and involves much more than hearing. Listening depends upon the listener, the purpose and the context. On the basis of the above listening can be classified as:

1. Discriminative listening
  2. Evaluative listening
  3. Appreciative listening
  4. Empathic listening.
1. **Discriminative Listening** : When the listener discriminates i.e. differentiates between different parts of the message he listens, it is called discriminative listening. For example, while listening to a subordinate's grievances he differentiates between the important and non-important part. The important part is taken seriously and the non-important part is ignored or set aside. Discriminative listening is also called **Content Listening**.
  2. **Evaluative listening** : When the listener tries to understand and evaluate the meaning of the message on several grounds such as the logic of argument, the strength of evidence, the validity of the conclusion, the implication of the message, the speaker's intentions and motives it is called evaluative listening. Evaluative listening generally involves interactions as the listener may disagree with the speaker. For example, when the sales manager presents sales projections for the next few months, the production manager listens critically, evaluating whether the

estimates are valid and about the implications on the production department.

3. **Appreciative listening** : When the listener appreciates the speaker while he is speaking it is called appreciative listening. An appreciative listener, through words or body language, shows the speaker that he agrees with him, and thus appreciates and supports him. This kind of listening enhances the confidence of the speaker and boosts his morale.
4. **Empathic Listening** : When the listener puts himself in the position of the speaker and understands his feelings, needs and wants it is called empathic listening. By listening in an empathic way, the listener help the speaker vent the pent up emotions. Such listening develops healthy human relations.

**2005 - Nov [1]** (c) Comment on the following statements in about 30 words each:

- (i) The process of communication begins with a sender. (1 mark)
- (ii) Diagonal communication takes place between people working at different levels. (1 mark)
- (iii) Written communication is a time consuming activity. (1 mark)
- (iv) Empathic listening is good for healthy human relations. (1 mark)
- (v) Too frequent pauses do spoil the speech. (1 mark)
- (vi) Our surrounding environment speaks its own language. (1 mark)
- (vii) The face is the index of the mind. (1 mark)

**Answer:**

- (i) According to Keith Davis, Communication is the process of passing information and understanding from one person to another. Thus, the process of communication begins when the sender feels the need for it and the idea generates 'in his mind. The sender is thus the source of message and it is very correct to say that the process of communication begins with a sender.
- (ii) Diagonal communication takes place when persons working at a lower level interact with those working at a higher level across the limits of their reporting authority. It cuts across the departmental lines and information flows between people who are neither in the same

department nor on the same level of organization structure.

- (iii) Written communication is indispensable to an organisation. However, it suffers from one disadvantage and that is time factor. Written communication takes time to organise a message, to write and to send the mail or post. It is a time consuming activity and is therefore not suitable when the message is to be sent immediately.
- (iv) When the listener puts himself in the position of the speaker it is called empathic listening. Empathic listening develops healthy human relations as an efficient manager allows the speaker to vent out his pent up emotions and show his feelings.
- (v) In a speech pause is essential. One cannot go on speaking continuously. A pause however should be used effectively. It should be used as a right time to gain the listeners attention. However, too frequent pause spoils a speech as the listener begins to lose interest.
- (vi) Our surrounding or physical environment speaks its own language which is non verbal form of language. We interpret this language through our sensory perceptions. Two important aspects of this language is colour and layout.
- (vii) Face is the media which reflects our feelings and emotions. Thus face is an important tool of body language. Every part of the face be it eyes or eyebrows, lips, nose expresses thoughts in mind. Face reveals both - the type and intensity of feeling.

**2005 - Nov [2]** (c) (i) What are the socio-psychological barriers to communication? (5 marks)

**Answer:**

Communication to be effective should be free of barriers which obstruct the free flow of communication. Social and psychological factors are the most difficult barriers to communication.

**These consist of the following:**

1. **Attitude and opinions** : The personal attitude and opinions of the receiver often interfere with communication. If the message is consistent with the receiver's attitude and opinion they receive it favourably. When

the message is inconsistent with the receivers attitude and opinions, they are not likely to be received favourably.

2. **Emotions** : Emotions like fear, anger, worry, nervousness block the mind. It also blurs the thinking power and one fails to organise the message properly. When the message is not organised properly, it cannot be conveyed effectively.
3. **Status difference** : Status consciousness is a very serious barrier. Subordinates fail to communicate to with their superiors because either they are too conscious of their low status or too afraid of being snubbed off. Similarly, many executives keep distance from their subordinates thinking it too degrading to consult them.
4. **In attention** : In attention arises due to mental preoccupations or distractions. These causes barriers to communication.
5. **Closed mind** : A person with closed mind is not willing to listen and is not prepared to reconsider his opinion. As such it is very difficult to communicate with such person.
6. **Distrust** : Distrust after fails to deliver the right message. When the receiver is biased or hostile towards the sender the message is either ignored or misinterpreted.
7. **Poor retention** : Successive transmission of the message are decreasingly accurate. In the process of transmission a part of the message is lost at every stage. This is because of poor retention on the part of the receiver. Thus incomplete message is conveyed.
8. **Premature evaluation** : Premature evaluation prevents effective communication. Some people form a judgement even before receiving the complete message. And once judgement is already formed the mind is closed to the rest of the message.

**2006 - May [1]** (c) Comment on the following statements in about 30 words each :

- (i) You glow when someone puts an arm around you, reaches across the table to hold your hand or envelops you in a hug. (1 mark)
- (ii) Your reaching office in time and completion of task within a specific time span does not communicate anything. (1 mark)

- (iii) Proxemics explains kind of human relationships. (1 mark)
- (iv) Listening is antonym of hearing. (1 mark)
- (v) Communication is culture-bound. (1 mark)
- (vi) Diagonal communication, though practicable, has some limitations. (1 mark)
- (vii) You reach office late by ten minutes. Your boss first looks at you and then the wall clock. But he utters no word. (1 mark)
- (viii) Decoding may not always be accurate. (1 mark)

**Answer:****Comment:**

- (i) Human beings communicate in many ways other than through words. Words, very often fail to convey the exact meaning. Thus, non-verbal signals mutually understood by the sender and receiver are used. The space around the sender and receiver communicates too which is called Proxemics'. Thus one glows when someone puts an arm around, reaches across the table to hold the hand or envelops in a hug. Here a close contact is maintained and is the intimate space language.
- (ii) Reaching office in time and completion of task within a specific time span does communicate. It communicates the importance of time. This non-verbal communication is called, Time Language. Time pervades our thinking and dominates our communication. Under time language, people communicate with each other in terms of time by showing them in a very sophisticated way, the worth of time.
- (iii) Proxemics is the study of how we communicate within the space around us. For this the distance between the sender and receiver is demarcated. The distance between the receiver and the sender while communicating speaks about the relationship between them. It is intimate if the distance between them is physical contact to 18 inches. It is personal if the distance between them is 18 inches to 4 feet. Thus, proxemics do explain kind of human relationships.



- (iv) Listening is a deliberate effort. It is not same as hearing. While hearing one has to make no effort. But for listening one has to train ones ears and ask themselves as to why he wants to listen. Again, while listening one has to discriminate, evaluate, appreciate and react as well which is not required in hearing.
- (v) Communication is culture bound. One has to be very careful in choice of words so as to not to offend the receiver who may be having a very different cultural background. Cultural difference very often come up as communication barrier. The same words, phrases, symbols etc. may mean different things to different people of different cultural background.
- (vi) Diagonal communication, though practicable has some limitations. They are:
  - (i) Anarchy – which takes place in the absence of well accepted procedures for diagonal communication.
  - (ii) Resistance by managers when not consulted.
  - (iii) It violates the principle of unity of command and thus causes conflicts and confusion.
- (vii) Human body and its various parts play an important role in communication. The boss although has not uttered any words but by his body language, i.e. gestures has conveyed very well that the person is late and he does not approve of it. This use of body language as a medium of communication is also known as kinesics'.
- (viii) It is very true that decoding may not always be accurate. It depends on individual experiences. If the receiver is familiar with the codes used by the sender and his perception is good, he will derive more or less the same meaning as meant by sender, otherwise not. Inaccurate decoding makes the communication ineffective.

**2006 - May [2] {C}** (b) 90% of the problems in any organisation are caused by ineffective communication. How ? (Give any five reasons) (5 marks)

**Answer:**

It is very true that 90% of the problems in any organisation are caused by ineffective communication. It is evident from the following:

- (i) **Unclear message:** When the sender is not sure of what he wants to communicate, why he wants to do it, to whom he wants to communicate, his message can never be clear. This is more because a clear message can never be sent from unclear mind.. An unclear message is likely to be decoded in different ways giving different meanings.
- (ii) **Incomplete message:** Incomplete messages keep the receiver guessing. This creates misunderstanding and often delays action.
- (iii) **Incorrect message:** When incorrect message is communicated, wrong decisions are taken in light of incorrect message.
- (iv) **Absence of attention:** Both the receiver and sender has to pay their full attention. Lack of attention leads to distortion of message giving out a different meaning.
- (v) **Noise:** Ineffective communication also results from noise. Noise acts as a major barrier to communication. Noise distracts the persons and incorrect message is conveyed.

**2006 - Nov [1]** (c) Comment on the following statements in about 30 words each :

- (i) Since true communication fulfills the readers' needs as well as writer's purpose, the writer needs to know something about his readers. (1 mark)
- (ii) Colours also communicate. (1 mark)
- (iii) A picture saves a thousand words. (1 mark)
- (iv) Volume variation puts life into our speaking. (1 mark)

**Answer:**

- (i) Before writing any message, the writer should be well informed about the reader. Readers find ideas more interesting and appealing if they are expressed from the reader's point of view. This makes the reader more receptive. **For example:** A letter answering a high school student's request for information about a company would not be worded like a letter answering a similar request from a professional. Thus the writer should make an attempt to focus on relevant information about the reader's age, background, values, opinions, needs of the reader etc. Then as a writer, one can easily transfer this

understanding of the reader into written form through careful selection of content and effective organisation of the different parts of the message.

- (ii) Colours have been used since long to convey meanings. There exists, what we may call a 'colour language'. Different colours are associated with different attitude, behavioural pattern and cultural background **for example:** White – stands for peace and chastity. Pink, Red, Yellow, Blue-represent cheerfulness. Black, Gray is associated with sober mood and negative feelings.

Right choice of colours for our clothing, home and office interiors, decorations etc. helps in effective communication.

- (iii) The importance of sign language is conveyed well by the Chinese proverb, 'A picture is worth a thousand words' This is so because we take much of our information- more than 50% through the gateway of our eyes. Since words fail to convey the exact meaning of the message, therefore pictures, drawings, sounds are often used to communicate messages.
- (iv) An efficient speaker varies his volume while delivering his speech. Volume means loudness of voice. Volume variation puts life into one's speech. However, the loudness of voice should be adjusted according to the size of the audience. While speaking, one should be loud enough to be audible but not too loud to put the audience off.

**2006 - Nov [2] {C}** (b) "To Communicate the written word has several advantages over the spoken word." Explain. (5 marks)

**Answer:**

**Written words has several added advantages over the spoken words:**

- (i) While written words provides a permanent record for future reference and serves as a good guide for decision making and planning in future, spoken words on the other hand may be forgotten over a period of time.
- (ii) Written messages can be read and re-read again and again. Thus, it is likely to be understood better. However, oral messages are more likely to be misunderstood. The speaker due to his poor vocal

expressions, may not be able to make himself clear and the listener may also be in- attentive.

- (iii) People are more precise and clear cut when they write rather when they speak. This is because written communication is normally penned down after proper planning. While in oral communication very often, the exact message to be conveyed is lost in a mass of words.
- (iv) Oral messages often gets distorted. This is more so in case of lengthy messages which when communicated through various level of hierarchy. Distortion of messages usually does not "take place in case where messages are conveyed through written words.

**2007 - June [2]** (a) What do you understand by the term 'communication'? What are the main features of effective communication? (5 marks)

**Answer:**

Communication is the expression and exchange of facts, opinions, ideas or feelings. Effective communication depends mainly on

Understandable messages,

Credibility of the sender

Message's effect on the receiver,

**An effective communication should possess the following features:-**

Message should be clear in expression.

Message should be concise.

Message should provide complete information.

Message should be courteous to the recipient.

Message should have correct facts.

Message should possess consideration for the receiver.

**2007 - June [3]** (d) Write a brief note on non-verbal communication.

(3 marks)

**Answer:**

Non-verbal communication is an unspoken or unwritten message that uses body language.

**For e.g.** Smiling at someone or along with is an oral communication.

Non verbal signs also play an equally important role. Facial expressions, entire body language, large gestures also form apart of non-verbal message.

**Non-verbal communication includes:**

- Facial Expressions
- Gestures
- Using Signs
- Movement
- Eye Contact
- Use of Space

**2007 - Dec [2]** (a) What guidelines should be followed while speaking and listening on the telephone? (5 marks)

**Answer:**

**The following guidelines should be followed while speaking and listening on the telephone:**

Be clear and audible.

Do not shout or whisper.

Do not talk in-between while the person you are speaking to is still speaking.

Do provide short cues?

Vary the tone of your voice.

Telephonic conversations to be kept short and to the point.

Do not eat, chew or drink anything while talking on the phone.

Never bang the phone, always put the receiver gently.

**2008 - June [2]** (a) Suggest any five methods to overcome barriers to effective communication. (5 marks)

**Answer:**

Communication failures may be caused due to many reasons. The following are the methods of overcoming barriers to effective communication.

- Lack of Planning** : For better communication, proper planning is required . if any message is communicated without adequate planning, then the desired result may not be achieved.
- False Assumptions** : For better and effective communication both the sender and the receiver should understand the assumptions laid down in the communications process in the same way.
- Ambiguity** : Our intentions are only known to us. Any wrong inference drawn by the receiver for the communicated message results into a communication failure.
- Distortions** : Many communications do not register because the receiver is preoccupied with other things. While the sender believes that the message is being conveyed fully, and correctly, but the fact is

that the receiver has not yet understood the messages at all. Such distortions should be avoided in order to have effective communication.

- (vi) **Lack of Trust** : If there exist lack of trust among both the receiver and the sender, the communication is incomplete and therefore the information shared by them will be minimal. Both of them will treat the information received with suspicion. Therefore, for effective communication, there must exist a mutual trust between the receiver and the sender.

**2009 - June [4] (Or)** (b) (i) "Most of us hear but don't listen and instead we spend time thinking about what we are going to say next. Poor listening skill can create misunderstanding, make us miss deadlines and focus our attention on the wrong issues in the workplace."

In the light of above statement, suggest any five simple steps to improve the listening skills. (5 marks)

**Answer :**

Listening is the receivers activity in oral communication. As the speaker has the responsibility to make effort to be under stood, so the listeners has the responsibility to be attentive and to make effort to understand the meaning of the speaker, of all skills of communication, listening is the most important of all. The higher your position in an organisation, the greater is your listening responsibility. A manager has to spend more time listening to others than speaking. Most people are not good listeners; but fortunately, listening skills can be improved by understanding the steps involved in the process of listening and by following some basic guidelines.

**There are some simple steps to improve listening skills:**

- Stop talking- Be attentive make the speaker feel important.
- Put the speaker at ease. Create a positive atmosphere through body language. Make eye contact and keep still.
- Be patient, the speaker may need time to say what he/she wants to say: Some people get more nervous when interrupted
- Show that you are listening. This can be done by nodding the head, eye contact, or by using encouraging non-committal expansions like "Hum", 'I-See', 'oh' etc. try to match the speakers mood by appropriate

response.

- Provide serious attention by noting down the important points and getting them checked by the speaker.
- Do not interrupt, Do not give advice, Do not question, Do not utilise, Do not take the conversation in a different direction.
- Keep your temper cool; An angry person cannot speak and cannot listen.
- ASK questions only after the speaker begins to feel comfortable.
- Keep an open mind; do not jump to conclusions. The power to listen is a very sensitive skill; it is the skill that makes interpersonal relations effective.

**2010 - Dec [4]** (b) Following are the 7Cs of communication :

Completeness, Conciseness, Consideration, Concreteness, Clarity, Courtesy and Correctness.

Explain them in brief with suitable example (s).

(10 marks)

**Answer :**

The seven C's are the set of principles that helps us to ensure that our communication and presentation's are well constructed and clear.

- (i) Completeness:** It refers to providing all necessary information and ideas required for a particular situation. Complete messages bring out the desired results and avoid confusions.
- (ii) Conciseness:** It means expressing much in a few words. It does not necessarily mean being brief; it means making every word count.
- (iii) Consideration:** It refers to prepare every message with the audience in mind. A courteous person shows consideration and thought for others.
- (iv) Concreteness:** It refers to being specific, definite and vivid rather than vague or general. Put action in your verbs (use of active verbs instead of passive).
- (v) Clarity:** It refers to choosing precise, concrete and familiar words. The message of the letter must be clear at the first reading. Clearly written messages avoid misunderstandings and save time.

- (vi) **Courtesy:** It refers to consideration for other peoples feelings. It is seen in an individuals behaviour with others. The style, the manner and the choice of words reflect the courtesy of the writer.
- (vii) **Correctness:** It refers to using the right level of language, presenting all the ideas and information required for a particular situation. Correctness depends on completeness.

**2011 - Dec [4]** (b) Explain the following with reference to the essentials of an effective business letter:

- (i) Conversational style
- (ii) 'You' attitude
- (iii) Persuasion
- (iv) Positive language
- (v) Care for culture. (2 marks each)

**Answer:**

- (b) (i) **Conversational Style:** An effective letter is one that gives the impression of face to face communication and is interactive in essence. Thus, a letter should be drafted on the basis of friendly and conversational style in place of the dull and stiff style.
- (ii) **You' attitude:** The most effective business letters are those that show the writer's interest in the receiver. It means, therefore, that one cultivates the habit of viewing things from the point of the reader/receiver of letters.
- (iii) **Persuasion:** Persuasion is the main function of business communication, and nothing persuades more effectively then a well written letter. Persuasive letters are written in a variety of circumstances and for a variety of reasons.
- (iv) **Positive Language:** As far as possible positive language should be used in business letters. Negative words like, damage, failure, refuse etc. should be avoided in any case.
- (v) **Care for culture:** One has to be especially careful in choice of words so as not to offend the receiver who may be having a different cultural background. The best way is to avoid use of cultural derived words, idioms and phrases.



**2012 - June [4]** (b) What are the barriers to communication? How do they hamper communication? (5 marks)

**Answer:**

**Barriers to Communication**

There are certain impediments which hamper communication. They are called barriers to communication. The barriers act as walls and distract the sender and receiver of the message.

**Barriers can be physical, mental & emotional and linguistic.**

- **Physical barriers:** These barriers are practical barriers like excess heat or cold, distance between speaker and listener and lack of comfort in the communication arena.
- **Mental and emotional barriers:** The speaker or listener may face ambiguity, make false assumptions or distort the meaning. These are related to individuals in communication and affect their communication ability.
- **Linguistic barriers:** These barriers are related to the language used in communication. The level of competency, mastery over the language vocabulary and accent affect communication. Communication is excellent when the level of competency of both communicators is the same.

The barriers hamper communication because the message is distorted and becomes faulty due to them. Thus, mis-understandings and wrong views are formed because of the barriers. The barriers also prolong communication.

**2018 - May [8]** (a) Define visual communication. (2 marks)

**Answer:**

**Visual Communication:** Visual communication through visual aids such as signs, typography, drawing, graphic designs, illustration, color and other electronic resources usually reinforces written communication. Visuals like graph, pie chart and other diagrammatic presentations convey clearly a great deal of information.

**2018 - May [9]** (a) Write any four barriers to effective communication?  
(2 marks)

**Answer:**

**Barriers to effective communication are:**

1. Physical Barriers
2. Language Barriers
3. Attitude Barriers
4. Technology Barriers.

**2018 - May [10]** (a) (i) What are the characteristics of effective communication?  
(2 marks)

**Answer:**

The characteristics of effective communication:

1. Clear
2. Concise
3. Complete
4. Coherent

**2018 - May [10]** (a) (ii) What is diagonal communication? (2 marks)

**Answer:**

**Diagonal Communication:** Cross functional communication between employees at different levels of the organizational hierarchy is described as diagonal communication e.g. A junior engineer reports directly to the general manager regarding the process on the project.

**2018 - May [11]** (a) What are the main steps in the process of communication?  
(2 marks)

**Answer:**

1. The purpose or reason for the communication.
2. The contents of the message.
3. The medium used for conveying the message.
4. Transmitting the message.
5. Message are often misinterpreted due to external disturbances such as noise created by humans.
6. Receiving the message.

7. Deciphering and making sense of the message.
8. Interpreting and figuring out what the receiver thinks is the real message.

**2018 - Nov [8]** (a) Describe the term “paralanguage”, a mode of communication. (2 marks)

**Answer:**

**Paralanguage:** Paralanguage is a component of meta-communication that may modify meaning, give nuanced meaning, or convey emotion, such as prosody, pitch, volume, intonation, etc.

**2018 - Nov [9]** (a) (i) Discuss “Cultural barrier” in communication. (2 marks)

**OR**

- (ii) What do you mean by (A) Vertical and (B) Horizontal formal communication? (2 marks)

**Answer:**

- (i) **“Culture Barriers”:** The existence of cultural differences between people from various countries, regions tribes and religions, where words and symbols may be interpreted differently can result in miscommunications and culture barriers.

**Ex:** If a Chinese living in Canada, the most significant cultural barrier would be language, if he doesn’t know how to speak English or French.

**Answer:**

**OR**

- (ii) (a) **Vertical Formal Communication:** Vertical communication is the communication where information and message flows between the ‘Superiors and Subordinates’ of the organisation.
- (b) **Horizontal Formal Communication:** Horizontal Communication is the transmission of information between people, divisions, departments or units within the ‘same level’ of organisational hierarchy.

**2018 - Nov [10]** (a) How do Technology barriers effects communication? Explain. (2 marks)

**Answer:**

**Technology Barriers:** Today there will hardly be anyone who does not use Technology for communication (i.e. emails, social media).

- Where technology promotes multitasking, on other hand the information overload and trying to accomplish too many things together can result in gap in communication and lead to mis-communication.
- Although advancement in technology have increased the productivity but also waste time of people by making them busy.

**2018 - Nov [11]** (a) Non-verbal is also one of the Broad Categories of Communication? Explain. (2 marks)

**Answer:**

**Non-Verbal Communication:** Non-Verbal communication between people is communication through sending and receiving wordless indication or gesture. It includes the use of visual cues such as body language, distance and physical appearance etc. It may be divided into following types:

1. **Physical NVC:** Facial expressions, gestures, tune of voice, touch, posture, eye gaze etc.
2. **Aesthetic NVC:** Communication by means of aesthetic (i.e. cinema) to influence cultural and social development.
3. **Paralanguage :** The way you say something, more than the actual words used, reveal the intent of message (i.e. hmm, nodge etc.)
4. **Appearance :** A well dressed and groomed personality.

**2019 - June [8]** (a) Define Vertical & Chain Network under network in communication? (2 marks)

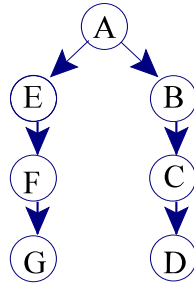
**Answer:**

A communication network is the method used by organisational members to pass on information to other employees. These managers create various types of communication flows.

**Most commonly used networks are -**

- 1 **Vertical Network** – It is a formal network between a higher ranking employee and a subordinate. In this two - way communication, immediate feedback is possible.

2. **Chain Network** - In this communication network, the chain of command flow from senior to junior. This network often takes up time and communication may not be clear.



**Chain of Command**

**2019 - June [9]** (a) (i) Discuss the “Gender Barrier” in communication.

(2 marks)

**Answer:**

**Barrier in communication:** There are multiple barrier in the communication process. These barrier result in desertions and misunderstanding of the intended communique. One such barrier is Gender Barrier.

Men and women communicate differently the reason for this lies in the wiring of a man’s and women’s brains. Men talk in a linear, logical and compartmentalized manner whereas women we both logic and emotion. This may be the cause of communication problem in an office where both men and women work side by side. Men can be held guilty of providing insufficient information while women may be blamed for providing to much information.

**2019 - June [9] (Or)** (a) (ii) What do you mean by Informal Communication?

(2 marks)

**Answer:**

Informal communication is the casual friendly and unofficial communication. It is spontaneous conversation and exchange of information between two or more persons without conforming to the prescribed official rules processes, systems, formalities and chain of command.

**2019 - June [10]** (a) "The listener has to be objective, practical and control his emotions". Explain with reference to importance of listening in communication? (2 marks)

**Answer:**

Good communication is an art that has to be developed and honed. Several aspect must be kept in mind while communicating with others for conveying of the intended message.

**Listening for Understanding:** We are bombarded by noise and sound in all our waking hours. We hear conversations, news, gossip and many other forms of speech. However, most of it is not listened carefully and therefore misunderstood or partially understood. A good listener not only listens to the spoken words but observes carefully the nonverbal cues to understand the complete message. The listener has to objective practical and in control of his emotions.

**2019 - June [11]** (a) Define the importance of Para language in Non Verbal Communication. (2 marks)

**Answer:**

Non verbal communication is the process of communication by sending and receiving wordless messages.

**Para language:** The way you something, more than the actual words used reveal the intent of the message. The voice quality, intonation , pitch, stress, emotion, tone and style of speaking, communicates approval, interest or the lack of it. Research estimates that tone of the voice accounts for 38 percent of all communication.

**2019 - Nov [8]** (a) Discuss the process of communication. (2 marks)

**Answer:**

Communication is a process of exchanging information ideas, thoughts, feelings and emotions through speech, signals, writings or behaviour.

**The steps involved are:**

1. The purpose or reason for the communication.
2. The content of the message.
3. The medium used for conveying the message.

4. Transmitting the message.
5. Messages are after misinterpreted due to external disturbances such as noise created by humans, traffics and natural forces. These factors can result in miscommunication.
6. Receiving the message.
7. Deciphering and making sense of the message. Decade..
8. Interpreting and figuring out what the receiver thinks is the real message.

**2019 - Nov [9]** (a) (i) Discuss the term “Visual Communication” in communication. (2 marks)

**Answer:**

**Visual Communication:**

Visual Communication through visual aids such as signs, typography, drawing graphic design illustration, color and other electronic resources usually reinforces written communication. Visuals like, graphs piecharts and other diagrammatic presentation conveys and clearly and concisely a great deal of information.

They are an essential part of official presentations these day.

**2019 - Nov [9]** (a) (Or) (ii) What do you mean by an “Attitude Barrier”? (2 marks)

**Answer:**

**Attitude Barrier:**

Personal attitudes of employees can affect communication within the organisation. A proactive, motivated worker will facilitate the communication process, whereas a dissatisfied disgruntled, shy, introvert or lazy employee can delay, hesitate in taking the initiative or refuse to communicate.

**2019 - Nov [10]** (a) Explain how emotional awareness and control helps in communication? (2 marks)

**Answer:**

**Emotional Awareness and Controls:**

“Human behaviour is not under the sole control of emotion or deliberation but results from the interactions of these two processes,” Loewenstein said.

2.524

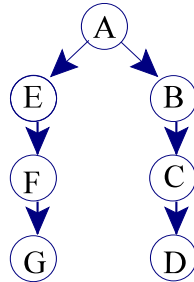
■ Solved Scanner CA Foundation Paper - 2B (New Syllabus)

However emotions play a major role in our interactions with other people. They are a powerful force that affect our perception of reality regardless of how hard we try to be unbiased. Infact emotional awareness is a necessary element of good communication. While interacting with another people or a group, it is important to understand the emotions you and they are bringing to the discussion.

**2019 - Nov [11]** (a) Define the areas where chain network of communication is found in an organization. (2 marks)

**Answer:**

The communication pattern that follows the chain of command from the senior to the junior is called the chain network. Communication starts at the top, like from a CEO, and works its ways down to the different, level of employees. The supervisor/ Manager/ CEO gives commands or instructions to those working under him/her in the organization.



**Chain of Command**

**2020 - Nov [8]** (a) Body language speaks the truth while speaker may play with words to hide the truth, comment? (2 marks)

**Answer:**

Non-Verbal communication such as body language and visual cues affect the quality of intersection among individuals or groups.

An individual facial expressions, stances, gestures, touches and other physical signals constitute body language of communication.



**For Example:** Leaning forward may mean friendliness, acceptance & interest while crossing arms can be interpreted as antagonistic or defensive posture.

**2020 - Nov [9]** (a) What is formal communication, explain. (2 marks)

**Answer:**

**Formal Communication:**

Formal Communication both oral and written, follows certain rules, principles and conventions in conveying the message. The hierarchy in the organization has to be followed. Formal format, style and language have to be used. The Communication pattern can be vertical, horizontal or diagonal.

**2020 - Nov [9] (Or)** (a) Encoding the matter is an important element of communication, comments? (2 marks)

**Answer:**

Encoding is the process of turning thoughts into communication. The encoder uses a 'medium' to send the message - a phone call, email, text language, face to face meeting or other communication tool. The level of conscious thought that goes into encoding messages may vary.

**2020 - Nov [10]** (a) Explain how listening for Understanding helps in communication. (2 marks)

**Answer:**

**Listening for understanding:** We are bombarded by noise and sound in all our waking hours. We 'hear' conversations, news, gossips, and many other forms of speech all the time. However, most of it is not listened to carefully and therefore not understood, partially understood or misunderstood.

A good listener does not only listen to the spoken words, but observes carefully the non verbal cues to understand the complete message. He/she absorbs the given information processes it, understand its context and meaning and to form an accurate, reasoned, intelligent response.

2.526

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The listener has to be objective, practical and in control of its emotions. Often the understanding of a listener is coloured by his own emotions, judgements opinions and reactions to what is being said. While listening for understanding, we focus on the individual and his agenda. A perceptive listener is able to satisfy a customer and suggest solutions as per the needs of the client.

**2020 - Nov [11]** (a) Explain Wheel & Spoke network in communication.

(2 marks)

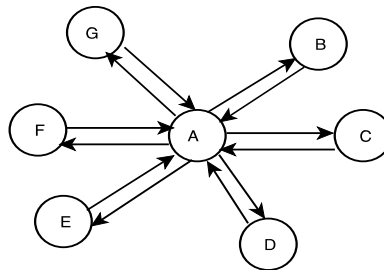
**Answer:**

**Wheel and Spoke Network:**

This is an organization where there is a single controlling authority who gives instructions and orders to all employees working under him/her. All employees get instructions directly from the leader and report back to him/her.

It is direct and efficient for small business/company, but inappropriate way of communication in a large organization with many people.

A company with many employees needs more decision makers or nothing would get done.



**2021 - Jan [8]** (a) Emotional barriers affect communication, discuss.

(2 marks)

**Answer:**

One of the chief barriers to open and free communications is the emotional barrier. Anger, fear of criticism or ridicule, mistrust of person, suspicion of intentions, jealousy, anxiety and many more feelings and sentiments we carry within us, affect our communication ability and quality. A person who is upset and disturbed cannot pass on or receive information appropriately

and objectively. His/her emotions will colour his/her perception and assessment of the communication.

**2021 - Jan [9]** (a) (i) Define circuit and star network under network in communication. (2 marks)

**Answer:**

**Circuit Network:**

When two persons communicate with each other sending messages and feedbacks, they form a communication circuit. Therefore, it is known as circuit network. The two people interacting can be colleagues placed at the same hierarchical level in the organisation.

**Star Network:**

The star network communication has multiple channels of communication open between all members. This network propagates group communication and is essential where teamwork is involved. The members communicate and exchange information with each other freely, and without hindrance or hesitation.

**2021 - Jan [9]** (a) (Or) (ii) Discuss the term “physical non – verbal communication” in communication. (2 marks)

**Answer:**

**Physical non-verbal communication:** An individual’s body language that is, facial expressions, stances, gestures, touches, and other physical signals constitute this type of communication. **For example**, leaning forward may mean friendliness, acceptance and interest, while crossing arms can be interpreted as antagonistic or defensive posture.

Research estimates that physical, non-verbal communication accounts for 55 percent of all communication. Smiles, frowns, pursing of lips, clenching of hands etc. transmit emotions which are not expressed through verbal communication.

**2021 - Jan [10]** (a) How do organizational structure barriers affect communication? (2 marks)

2.528

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**Answer:**

**Organizational Structure Barriers:**

Communication problems occur when the systems, structures and processes in the organization are not clear or have gaps in them. If the chain of command is unclear, a person may not know whom to contact for a particular issue. Inappropriate information transmission systems, lack of supervision, and unclear role and responsibility demarcations lead to confusion and inefficiency.

**2021 - Jan [11]** (a) What do you mean by diagonal communication?

(2 marks)

**Answer:**

**Diagonal Communication :**

Cross-functional communication between employees at different levels of the organizational hierarchy is described as diagonal communication. Diagonal communication is increasingly common in larger organizations. It reduces the chances of distortion or misinterpretation by encouraging direct communication between the relevant parties. **For example**, a junior engineer reports directly to the general manager regarding the progress on the project.

**2021 - July [8]** (a) Physical barriers are a result of our surroundings.

Discuss.

(2 marks)

**Answer:**

**Physical barriers:**

- Physical barriers are environmental factors that present or reduce the sending and receiving of communication.
- **For example**, noise, technical disturbances, outdated equipment, distant Locations, office doors and lack of appropriate infrastructure can lead to problems in communication.

**2021 - July [9A] (Or)** (a) Focus and Attention is an important characteristic of effective communication. Explain.

(2 marks)

**Answer:**

**Focus & Attention:**

- These are many distractions going on in our surroundings which can distract is like ringing of a phone, an incoming email, pending tasks and so on
- Despite all these distractions we should be focused and attentive during the communication to make it effective.

**2021 - July [10]** (a) Write essentials of oral communication. (2 marks)

**Answer:**

**The essentials of Oral Communication are as follows:**

- (a) Pronunciation
- (b) Listening and Conversation
- (c) Spoken grammar
- (d) Vocabulary
- (e) Noticing language
- (f) Presentations, face to face or video interview.

**2021 - July [11]** (a) Define the term communication. When the communication is supposed to be effective? (2 marks)

**Answer:**

- (a) Communication is a process of exchanging information, ideas, thoughts, feeling and emotions through speech, signal, writing or behaviors.
- (b) In the process of communication a sender (encoder) encodes a message and then using a medium /channel sends it to the receiver (decoder)
- (c) A Communication is supposed to be complete and effective only when the listener responds relevantly and properly.
- (d) Receiver decodes the message processes the information, and sends back proper feedback/using appropriate reply channel.

**2021 - Dec [8]** (a) Completeness is an important characteristic of effective communication. Comment. (2 marks)

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**Answer:**

A complete communication conveys all facts and information required by the recipient. It keeps in mind the receiver's intellect and attitude and conveys the message accordingly. A complete communication helps in building the company's reputation aids in better decision making as all relevant and required information is available with the receiver.

**2021 - Dec [9]** (a) What is the informal communication? (2 marks)

**Answer:**

**Informal Communication : Informal**

Communication is casual, friendly and unofficial. It is spontaneous conversation and exchange of information between two or more persons without having to conform to any prescribed rules, processes, system, formalities and chain of command.

Informal communication is between families, friends, neighbours, members of the community and other social relations which are based on common interests, and dispositions Information can flow from any source in any direction.

Employees in an organization interact with each other outside the formal domain. Such communication is called grapevine . Gossip in the office employees of different departments and varied levels meet and discuss matters casually and informally. The grapevine satisfies the social needs of people and helps in building relationships. It is also useful in addressing certain needs and grievances of employees.

**2021 - Dec [9] (Or)** (a) State the common networks used in organisations. (2 marks)

**Answer:**

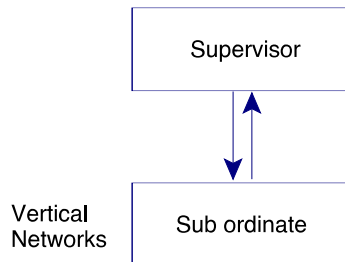
**Network in Communication:**

A communication network refers to the method and pattern used by members of an organization to pass on information to other employees in the organization.

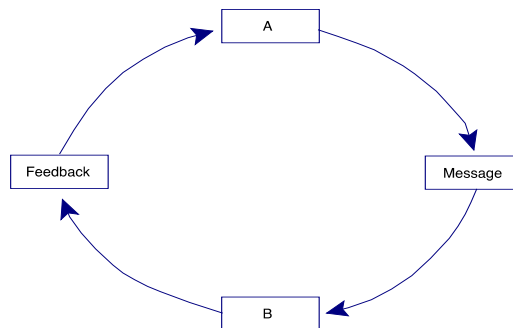
Network helps managers create various types of communication flows according to requirement of the task at hand.

These can be many patterns of communication network. The most common networks followed in organizations are:

1. **Vertical Network** : The vertical network is a formal network. It is usually between a higher- ranking employees and a subordinate. In this two-way communication, immediate feedback is possible



2. **Circuit Network**: When two persons communicate with each other sending messages and feedbacks, they form a communication circuit. Therefore, it is known as circuit network. The two people interacting can be colleagues placed at the same hierarchical level in the organizations.



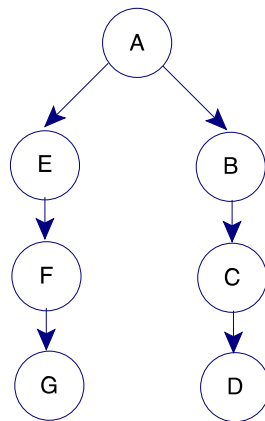
### Circuit Network

- 3 **Chain Network**: The communication pattern that follows the chain of command from the junior is called the chain network. Communication starts at the top, like from a CEO and works its way down to the different levels of employees. The supervisor/ manager / CEO gives commands or instructions to those working under him/ her in the organization.

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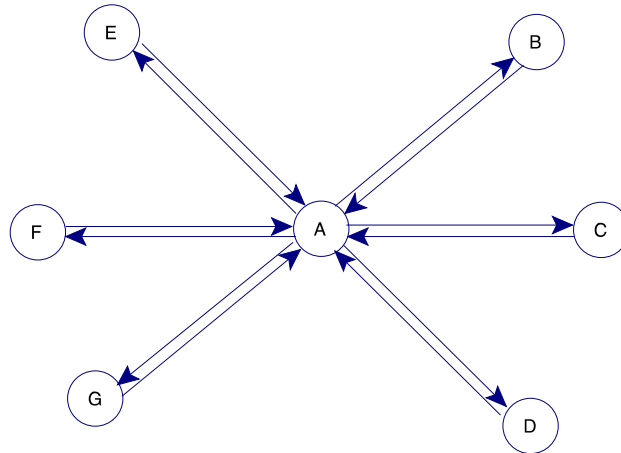
B, C, D and E, F, G are the subordinates to A in the organizational hierarchy and receive commands from 'A' as shown in the diagram. The chain network after takes up time and communication may not be clear.



#### **Chain of Command**

4. **Wheel spoke Network** : This is an organisation where there is a single controlling authority who gives instructions and orders to all employees working under him/ her. All employees get instructions directly from the leader and report back to him/her. It is direct and efficient for a small business/ company, but inappropriate way of communication in a large organisation with many people.

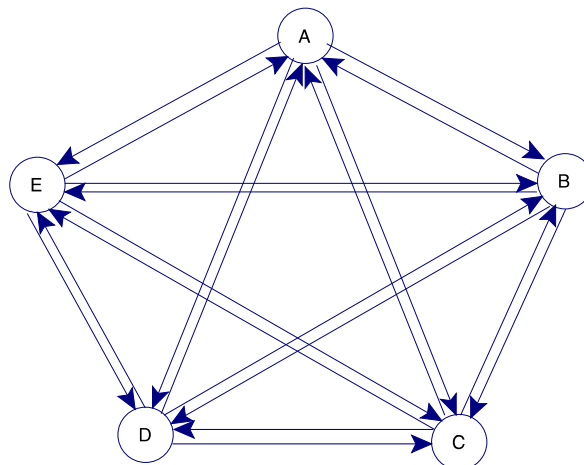




### Wheel and Spoke Network

5. **Star Network:** The star network communication has multiple, channels of communication open between all members. This network propagates group communication and is essential where teamwork is involved. The members communicate and exchange information with each other freely, and without hindrance or hesitation.

### Star Network



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The usefulness of all networks depends on the structure and size of the company, and the manner of communication between the employees. Good communication relies on the sincerity of the employees within the company as well as properly defined processes in the organization. These parameters help the organization achieve its objectives.

**2021 - Dec [10]** (a) Write about the cultural barriers in communication. (2 marks)

**Answer:**

**Cultural Barriers:** Understanding cultural aspects of communications refers to having knowledge of different cultures in order to communicate effectively with cross culture people. Understanding various cultures in this era of globalisation is an absolute necessity as the existence of cultural differences between people from various countries, regions, tribes and religious where words and symbols may be interpreted differently can result in communication barriers and mis-communications. Multinational Companies offer special courses and documents to familiarise their staff with the culture of the country where they are based for work.

In addition, every organisation too has its own work culture. In fact, departments within the same company may also differ in their expectation, norms and ideologies. This can impact intra and inter organizational communication.

The same principle applies to families and family group, where people have different expectation according to their background and traditions leading to friction and mis-understanding. A very simple example in the way food is served by a member of a family. It can be the cause of appreciation or displeasure.

**2021 - Dec [11]** (a) Explain horizontal communication. (2 marks)

**Answer:**

**Horizontal Communication:** Horizontal communication involves two employees of the organization at the same level for **example**, the managers of a project in a company may hold a regular daily, weekly or monthly meeting to discuss the progress of a project.

**2022 - June [8]** (a) "A well dressed and groomed person is presumed to be organized and methodical whereas a sloppy or shabby person fails to make a favourable impression". Discuss. (2 marks)

**Answer:**

"A well dressed and groomed person is presumed to be organized and methodical, whereas a sloppy or shabby person fails to make a favourable impression."

Appearance is usually the first thing noticed about a person. The above statement a well dressed and groomed person is presumed to be organized and methodical whereas a sloppy or shabby person fails to make a favourable impression. Therefore, dressing appropriately in all formal interactions is emphasized.

The dress code in office is generally formal. For women formal two piece trouser or skirt sets or ethnic wears are permissible.

**2022 - June [9]** (a) (i) Define chain network in communication. (2 marks)

**OR**

**2022 - June [9]** (a) (ii) How "Technology barrier" affects communication? (2 marks)

**Answer:**

**(i) Chain network in communication:-**

In a chain network individuals communicate in a set sequence. Communication starts at the top, like from a CEO, and works its way down to the different levels of employees. This communication network is indeed like a chain in that the top of the chain has to go through each individual link before getting to the end.

**OR**

**(ii)** Business organization have been using technology as a primary tool to facilitate the communication process; however, It is still one of the main communication barriers.

The effects of technology on communication include people tending to misunderstand each others messages without non verbal signs such as body language, facial expressions, and eye contact. So, this is the point where technological barriers play their role.

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**2022 - June [10]** (a) "Human behaviour is not under the sole control of emotion or deliberation but results from the interaction of these two processes". Explain. (2 marks)

**Answer:**

Emotions has a substantial influence on the cognitive processors in humans including perception, attention, learning memory, reasoning and problem saving.

Emotion has a particularly strong influence on attention, especially modulating the selectivity of attention as well as motivating action and behaviour.

**2022 - June [11]** (a) "Understanding cultural aspects of communication is absolutely necessary otherwise it will become a barrier to communication". Discuss. (2 marks)

**Answer:**

Cultural diversity makes communication difficult as the mind set of people of different cultures are different the language, signs and symbols are also different.

Difference cultures have different meaning of words, behaviours and gestures. Culture also gives rise to prejudices, ethnocentrism, manners and opinions.