

# Managerial Communication

## Module II

Communication Skills- verbal and non-verbal- effective presentation skills- planning the presentation- communication network- audio and visual aids, telephone-Dictaphone-pager system-cash register-computer-mobile phone-internet-telex-FAX-Teleconferencing-videoconferencing-emergence of modern communication technology

Communication is very important in every business organisation. Therefore sufficient care should be taken to make communication effective.

### Points to be considered in communication:

1. Clarity in ideas: the communicator should be clear about what he wants to communicate.
2. Purpose of communication; He should also know the purpose of communication and should try to achieve it.
3. Empathy in communication: The communicator should consider the receiver's needs, feelings and level of his capacity.
4. Two-way communication: there should be a two way traffic. Sending the information and getting the feedback.
5. Language: Communication may be through spoken or written words, symbols or gestures.
6. Action support: Actions must support the words spoken
7. Credibility in communication: The communicator must maintain credibility and trust.
8. Listening: the communicator must be a good listener too.
9. Maintaining personal contact: the personal contact is very important to get the support.

### Verbal and non-verbal communication

Verbal communication is done through words either spoken or written. Verbal communication is of two types,

- a. Oral
- b. Written

Oral communication: the exchange of ideas through spoken words, either face-to-face or through telephone.

### Advantages:

1. Easy communication
2. Effective method
3. Immediate feedback
4. Facilitates informal communication
5. Useful in meetings
6. Immediate clarification

Disadvantages:

1. Possible only where physical nearness between the communicator and the receiver is there or when facilities like telephone is available.
2. Lack of proof
3. Lack of authenticity
4. Chances of misunderstanding
5. Needs legal validity

Written communication

It takes the form of orders, letters, circulars, memos, notes, reports etc.

Advantages:

1. Authenticity
2. Proof for future reference
3. Legal document
4. Fixing responsibility
5. Communication to distant places.

Demerits:

1. Costly
2. Over emphasise on formalisation
3. Quick clarification is not possible
4. Secrecy cannot be maintained

Nonverbal communication:

- ✓ It may take the form of gestures and pictures.
- ✓ Gesture is the use of facial expression, body movements etc, eye gaze, posture
- ✓ Pictorial communication includes use of pictures like charts, graphs, maps etc.
- ✓ Movements of hands and body parts gives different meanings.
- ✓ Sometimes a combination of both gestures and pictures can be used.
- ✓ A picture is worth a thousand words' is a saying which speaks of the importance of pictorial communication.

Important aspects of non-verbal communication:

1. There may be contradictions between verbal and non-verbal communication. The words and gestures may mean different.
2. Sometimes communication gap may be created. It happens when the communicator says something and does something else.

Audio-visual communication:

It is the combination of pictures and words. It can also be meant as light and sound effect. It includes the use of slides, photographs, cinemas, documentaries, power point presentations etc.

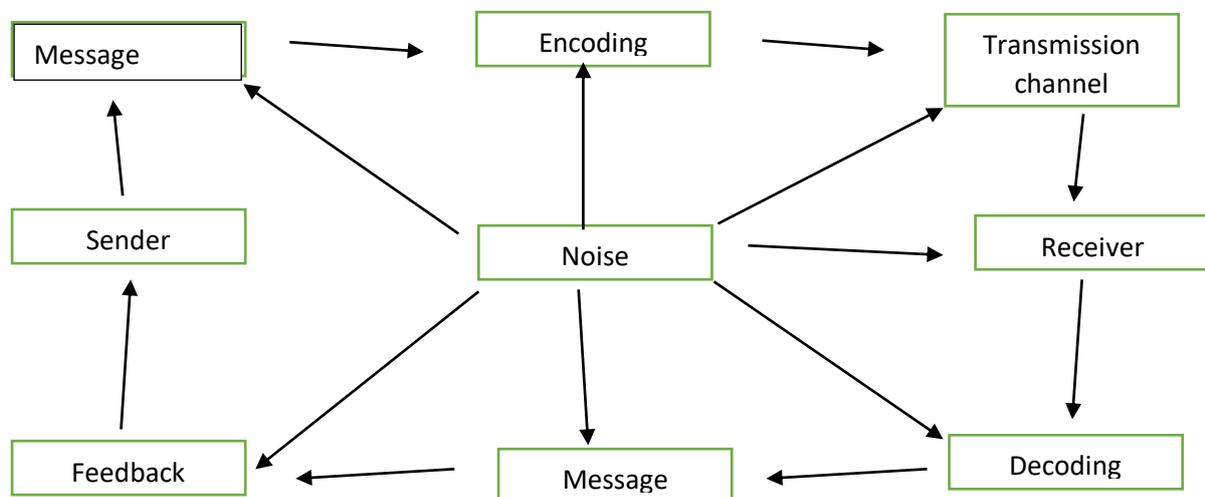
This method is used in publicity and propaganda and mass education.

Silence:

It is also another method of communication. It may convey disapproval, anger or indifference. Proper use of silence in between words makes the communication more effective.

Jargons: makes a letter or a notice look very stiff and indifferent.

Diagram showing the communication process:

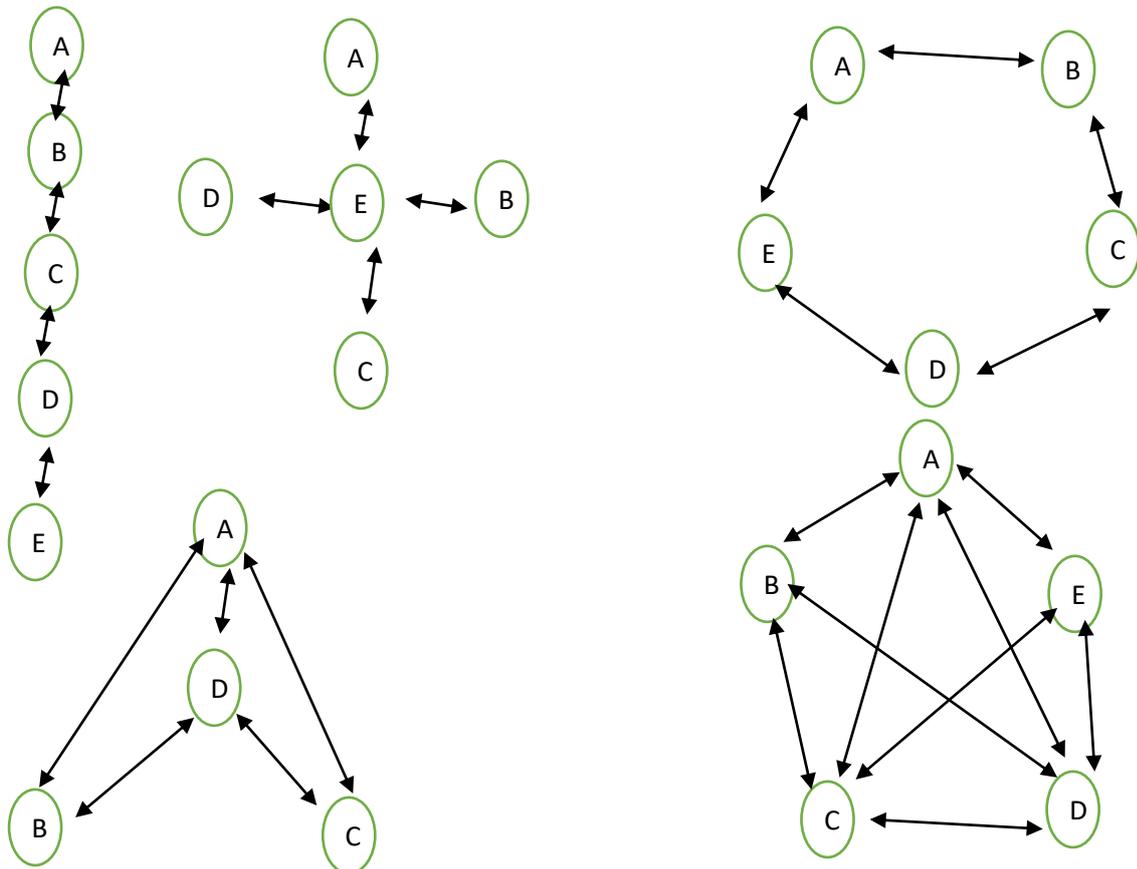


### Formal v/s informal communication

Formal	Informal
Based on formal relationships	Informal social relationships
Follows particular communication channel	Does not follow proper channel
Rigid and diversifications not allowed	Very flexible
Speed of communication is slow	Travels faster
Chances of distortions are less	Distortions are more
Treated as authentic	May not be authentic

### Types of communication network

1. Chain network: Either upward or downward communication
2. Wheel network: All subordinates under one superior will communicate through him only.
3. Circular network: Communication moves in a circle.
4. Inverted V network: An employee is allowed to communicate with his immediate superior and also the superior's superior.
5. Free flow network: Everyone is free to communicate with anyone.



### Presentation skills:

Presentation is more structures form of communication where the presenter makes an attempt to organise the message in such a way that it will help in delivering the message to a target group. The manner in which the speech is delivered varies according to the subject, audience and situation. There are four ways in which presentation can be made.

1. Reading from a script : Script is kept ready in advance
2. Speaking from memory: Presentation made from the memory.
3. Impromptu delivery: Informal communication
4. Extemporaneous delivery: presentation made without any breaks and interruptions.

Points to be noted:

1. Clarity in the presentation.
2. Use of non-verbal communication and audio-visual aids.
3. Eye contact.
4. Use of examples.
5. Real life situations.
6. Good language.
7. voice modulation
8. Seek the attention of the audience.
9. Involve the audience.

Planning the presentation:

1. Prepare the script,
2. Put it in chronological order
3. Learn about the type of audience.
4. Timing
5. Identify the objective
6. Organise the message
7. Analyse the situation
8. Selecting the right medium

-----notes sent

Audio and visual aids: it is the combination of the auditory and visual components. TV and Cinema are the best examples. The images on the screen and the words that we hear act as complementary to each other.

How to make audio-visual communication effective?

1. Colourful pictures, slides and films can be used.
2. Pleasing colours.
3. Artistic layout of the pictures.
4. Perfect matching of pictures on screen and the voice.

Telephone: One of the most commonly used means of oral communication. It is used to issuing instructions, providing information, placing or receiving orders, to build contacts etc. many kinds of telephone services like voice calling, video calling, conference calling, office meeting platforms like zoom, Google meet,watsapp, social media like Facebook, twitter etc.

Advantages:

1. Immediate communication.
2. Immediate clarification
3. Helps in avoiding personal visits.

Disadvantages:

1. Chances of misunderstanding of the spoken words
2. Voice modulation is required to create the desired effect.
3. Untimely calls and wrong numbers may be a problem.
4. Non-availability of network.
5. It does not provide permanent record.

Points to note:

1. Be courteous and confident while speaking.
2. Maintain natural tone.
3. Always keep a paper and pen while speaking to note down important matters.
4. Do not repeat words like 'yes', 'I know' etc.
5. Speak to the point.
6. Be prepared before making the call.

Dictaphone: These are also called dictating machines. It is an electronic device which eliminates the necessity of a stenographer. It consists of two parts- a recording unit and a play back unit. The messenger speaks to the microphone attached to the recording unit and the words are recorded on magnetic tapes or plastic/paper discs. The speed of the recorder can be adjusted.

Pager system: It is a wireless telecommunication device that receives and displays alphanumeric or voice messages. One way pagers can only receive messages but response pagers and two way pagers can also acknowledge reply to and originate messages using internal transmitter.

Cash register: It is a machine used for accounting and tabulating work in big retailshops. It is a device which simultaneously records cash transactions on a tape, produces printed slips and operates cash drawers. It can be worked on with the help of keys.

There are three types of cash registers, press down key register, the Lever Register and the Press-in key register.

Some cash registers have subtraction keys which helps to subtract rebates, reductions etc. some can even make calculations of change to be given back to the customer.

Computers: Electronic devices which perform various types of functions. They are widely used in every offices. Computers can process, analyse store and supply information. They are the tools of communication through internet. There are two types of computers- digital and analogue computers.

Analogue computers are used for scientific and research computations.

Computers are used for accounting records, preparing payrolls, production planning and control, quality control etc.

Mobile phone: Mobile phones have become the basic necessity in modern world. They are so popular and has become a mania. They are the multimedia devices and provide radio station, music, camera, messaging service and internet, cinema etc.

Internet:It is a worldwide information and entertainment network which links many computer terminals. It is designed in US in 1969 for defence projects. It connects various computers through telephone lines. Satellite link also enables an internet user to get access to information provided by host computers located in any part of the globe.

An internet user is required to have an internet address URL through which his computer or website can be reached by the users.

Email: It is a facility of sending information or message through the internet. One should have their own Email ID. Email message reaches the receiver's computer with high speed. The email address usually is in lower case letters. Eg: dinith@gmail.com

Telex: It is a communication facility provided by the Telecom Department. The user should register to get a telex number. All the messages passes through telex exchange.

Many modern versions of telex have facilities to edit texts, store and forward messages. A telex machine can send messages at a speed of 50bps or 70-100 words per minute. It also provides a printed copy of the message.

FAX: It is an electrically operated system with the help of fax machines. Full form is 'facsimile'. It is useful for sending visual materials like photographs, diagrams etc. the document is fed to the fax machine which is scanned and transmitted to the receiver's machine. It is then copied to a blank sheet of paper.

These are useful in sending documents like certificates, agreements etc.

Teleconferencing: The use of telecommunication devices to hold discussions between participants in different locations. It is a live, interactive audio-visual meeting that ensures between the participants. It can be voice only, video conferences and web-based conferences.

Videoconferencing: it is a system that allows people in different parts of the world to have a meeting by watching and listening to each other using video screens. With the strong internet connection, participants can see, hear and talk to each other in real time, no matter where in the world they are. It can be done through different platforms like zoom, skype, cisco Webex meeting, GoToMeeting etc.

Emergence of modern communication technology:

Modern communication technology includes smartphones, social media, drones and voice recognition software, blogging etc. the modern communication technology has increased the transmission speed, expansion of coverage area and made the world a small village. It has helped in the area of education, health, productivity, research, access to information, lowering cost, etc.

-----notes sent

## MODULE III

Management reports- principles, types, preparatory steps, highlights, use of graphs,

Specimen report on failure of product in the market, reorganisation of a concern, establishment of a new branch, extent of competition in the market, company secretary's report.

Business letters-types, basic principles, styles of layout, parts of letter, letter calling for a post, callin for interview, appointment letter, termination letter.

### Management reports:

A report is defined as a written document in which a given problem is examined with the help of the collected data for the purpose of conveying the information. It is the communication from someone who has information to someone who needs it.

### Objectives:

1. Report supplies information to those need to use it.
2. Presents observations, opinions, recommendations and alternative courses of actions to the management.
3. Provides facts, results and recommendations based on scientific study.

### Principles of report writing:

1. Precision: the writer of the report should be clear with regard to the purpose. The report should be 'to the point'.
2. Accuracy: the matter in the report should be correct grammatically and factually.
3. Relevance: All the facts, information and recommendations in the report should be relevant.
4. Reader-orientation: The writer should keeklp in mind, the reader for the use of language, presentation and content.
5. Objectivity: The person investigating should be open minded. The findings and recommendations should be logical.
6. Clarity: It depends on the proper arrangement of the facts.
7. Simple: The language used and the presentation should be simple.
8. Brevity: the report should be brief.

### Types of reports:

Based on frequency	Ordinary		
	Special		
Based on legal formalities	Formal		statutory
	Informal		Non-statutory
Based on function	Informative		
	Investigative		
Reports on Meetings	Verbal		
	Summarised		

Ordinary reports: These are also called routine/periodic reports. These are prepared and presented in regular intervals.

Special reports: these are the reports on special issues.

Formal reports: prepared in prescribed form and according to some procedure.

Statutory reports: prepared and presented according to the form and procedure laid down by law.

Non-statutory reports: These are not prepared as per law but are prepared only when they are required by the management.

Informative reports: It just provides some information to the management.

Investigative reports: It is based on some investigation or study.

Verbal reports: these are not written.

Summarised: In which a detail summary of the meeting will be written.

Preparatory steps of a report:

1. Investigating the source of information: This is the first step where the required information is collected. The sources may be, old files of the company, personal observation, interviews and letters, library research and questionnaires.
2. Taking notes: While collecting the information, note has to be maintained so that the important information is not left out.
3. Analysis of the information: The collected information has to be analysed for correctness.
4. Making an outline: Some conclusions are arrived at.
5. Writing the report.

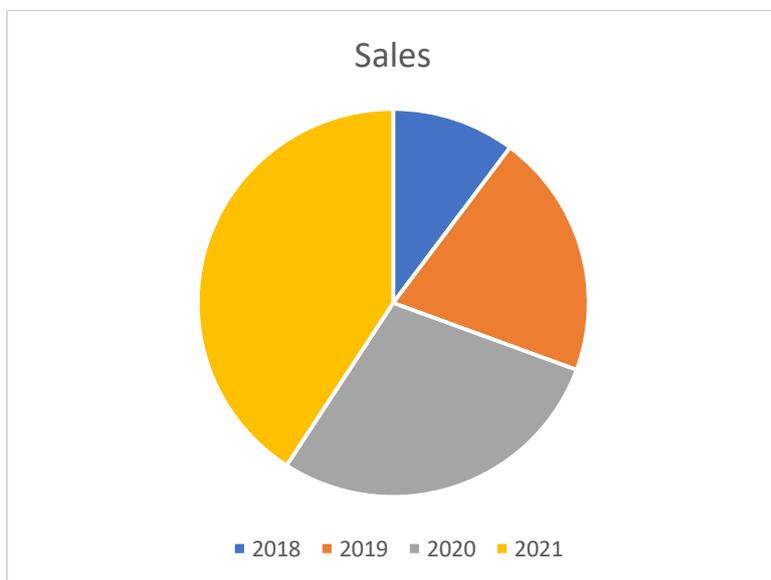
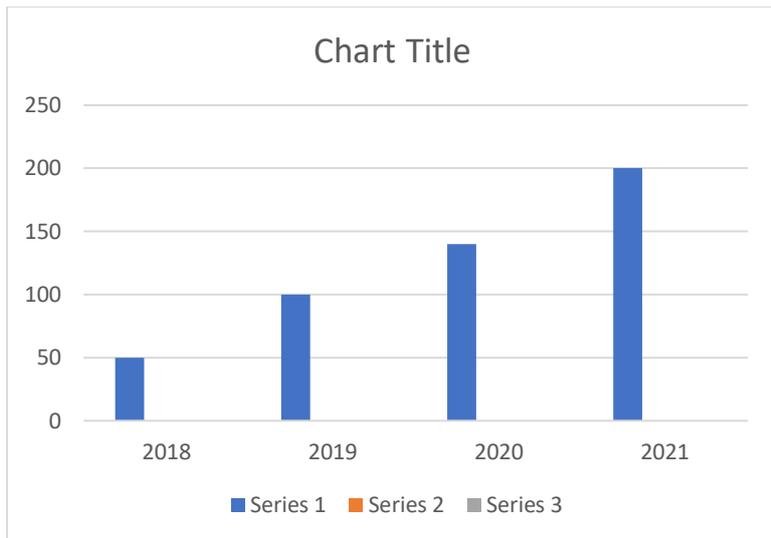
Highlights- use of graphs:

Presenting the data on a graph sheet is called graphical representation. It is used to compare the relationship between two or more variables. The graph may be line graphs or semilog.

Use of diagrams: Diagrams may be bar diagram, pie diagram or cartograms.

Eg:

year	sales
2018	50
2019	100
,2020	140
2021	200



Parts of a report:

1. Heading
2. Address
3. Table of contents
4. List of illustrations
5. Introduction
6. Synopsis
7. Findings or facts
8. Conclusions
9. Recommendations
10. Summary appendices
11. Reference
12. Signature and date.

Specimen report on product failure:

Tristar co. Ltd

No 40, Industrial Estate,  
AB road,  
Bangalore  
Date:

The Directors,  
Tristar Co. Ltd,  
AB Road,  
Bangalore.

Dear Sirs,

Sub: Report on the failure of Washing Machines

We have carefully examined the various causes of the failure of our washing machines as desired by you as per the resolution passed at the board meeting. A brief report of our investigations and recommendations is being sent herewith. We hope that appropriate action will be taken quickly on these recommendations.

Yours faithfully,  
Xxxxxx  
Chairman

Enclosure: Report on the failure.

\*report of the sub-committee

\*terms of reference

The members of the sub-committee were appointed with the following resolutions adopted by the Board of Directors in the board meeting.

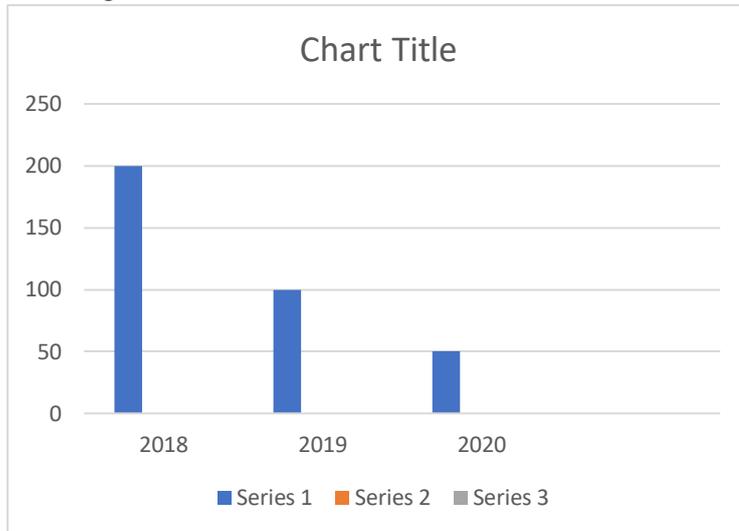
1. That the sub-committee be appointed to study the causes of the failure of our products and to make recommendations for the promotion of sales.
2. That the sub-committee may consist of Sri. Lokamanya, Chairman and Sri Thilak as secretary.

Work done:

1. The sub-committee scrutinised the sales report for different quarters and compared it with the previous years.
2. The sub-committee made a careful study of the product market in order to ascertain whether there had been a general slump in the market or the decline had been peculiar to our company alone.
3. The sub-committee met many major wholesale dealers and many retailers and interviewed them.
4. The sub-committee circulated a questionnaire among nearly 50 wholesale dealers and about 200 retailers whom it could not meet personally.
5. The sub-committee had the products carefully analysed by the authorised technicians to ascertain the quality.

Findings:

1. The sub-committee found that there had been a steep decline in company's sale last year. This trend has started before two years. The simple bar diagram shown below illustrates this declining trend.



2. The interviews with some of our wholesalers, dealers and retailers reveals that the customers are not satisfied with the products. They had lot of complaints about our products.
3. During the last two years, some big companies with foreign tie-ups have entered the market. They offer 12% discount to dealers against 10% given by our company.
4. Surely our models are old and the range is limited. Our publicity department has not taken steps to exploit the more effective electronic media.

Recommendations:

1. There is an urgency to upgrade our technology in the following ways.
  - a. Make our product consume less electricity.
  - b. Improve the variety of models.
2. We should revise the terms of sale.
3. We should make our advertisement strategy more vibrant.

A copy of the questionnaire and the report given by the authorised technician are enclosed for your reference.

Chairman  
Bangalore

Date:

-----note sent

## Module IV

COMMERCIAL LETTERS: enquires, replies to enquiry, orders, complaint and their adjustment, collection letters, sales letters, circular letters