

Organized Retailing

NVEQF Level 2 - Class

RS206-NQ2012 – COMMUNICATION & WORKPLACE

Students Workbook



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Preface

The National Curriculum Framework, 2005, recommends that children's life at school must be linked to their life outside the school. This principle makes a departure from the legacy of bookish learning which continues to shape our system and causes a gap between the school, home, community and the workplace.

The student workbook on **“Communication at Workplace”** is a part of the qualification package developed for the implementation of National Vocational Education Qualification Framework (NVEQF), an initiative of Ministry of Human Resource Development (MHRD), Government of India to set common principles and guidelines for a nationally recognized qualification system covering Schools, Vocational Education and Training Institutions, Technical Education Institutions, Colleges and Universities. It is envisaged that the NVEQF will promote transparency of qualifications, cross-sectoral learning, student-centred learning and facilitate learner's mobility between different qualifications, thus encouraging lifelong learning.

This student workbook, which forms a part of vocational qualification package for student's who have passed Class IX or equivalent examination, was created by a group of experts. The Retailer's Association of Skill Council of India (RASCI), approved by the National Skill Development Corporation (NSDC) organized Retailing Industry developed the National Occupation Standards (NOS). The National Occupation Standards are a set of competency standards and guidelines endorsed by the representatives of organized retailing Industry for recognizing a assessing skills and knowledge needed to perform effectively in the workplace.

The Pandit Sunderlal Sharma Central Institute of Vocational Education (PSSCIVE), a constituent of National Council of Educational Research and Training (NCERT) in association with SKSDC has developed modular curricula and learning materials (Units) for the vocational qualification package in organized retailing sector for NVEQ levels 1 to 4; Level 2 is equivalent to Class X. Based on NOS, occupation related core competencies (knowledge, skills and abilities) were identified for development of curricula and learning modules (Units).

This student workbook attempts to discourage rote learning and to necessary flexibility in offering of courses, necessary for breaking sharp boundaries between different subject areas. The workbook attempt to enhance these endeavour by giving higher priority and space to opportunities contemplation and wondering, discussion in small groups and activities requiring hands on experience. Hope these measures will take us significantly further in the direction of a child centred system of education outlined in the National Policy of Education (1986).

The success of this effort depends on the steps that school Principals and Teachers will take to encourage children to reflect their own learning and to pursue imaginative and on the job activities and questions. Participation of learner in skill development exercises and inculcation of values and creativity is possible if involve children as participant in learning, and not as receiver of information. These aims imply considerable change in school routines and mode of functioning. Flexibility in the daily time table would be a necessity to maintain the rigour in implementing the activities and required number of teaching days will have to be increased for teaching and training.

Acknowledgements

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About the Workbook

This workbook is to assist you with completing the Unit of Competency **RS206-NQ2012: Communication at Workplace**. You should work through the workbook in the classroom, at the workplace or in your own time under the guidance and supervision of your teacher or trainer. This workbook contains sessions which will help you to acquire relevant knowledge and skills (soft and hard) on various aspects of the unit of competency. Each session is small enough to be easily tackled and digested by you before you move on to the next session. Animated pictures and photographs have been included to bring about visual appeal and to make the text lively and interactive for you. You can also try to create your own illustrations using your imagination or taking the help of your teacher. Let us now see what the sections in the sessions have for you.

Section 1: Introduction

This section introduces you to the topic of the Unit. It also tells you what you will learn through the various sessions covered in the Unit.

Section 2: Relevant Knowledge

This section provides you with the relevant information on the topic(s) covered in the session. The knowledge developed through this section will enable you to perform certain activities. You should read through the information to develop an understanding on the various aspects of the topic before you complete the exercise(s).

Section 3: Exercise

Each session has exercises, which you should complete on time. You will perform the activities in the classroom, at home or at the workplace. The activities included in this section will help you to develop necessary knowledge, skills and attitude that you need for becoming competent in performing the tasks at workplace. The activities should be done under the supervision of your teacher or trainer who will guide you in completing the tasks and also provide feedback to you for improving your performance. To achieve this, prepare a timetable in consultation with your teacher or trainer and strictly adhere to the stipulated norms or standards. Do not hesitate to ask your teacher or trainer to explain anything that you do not understand.

Section 4: Assessment

The review questions included in this section will help you to check your progress. You must be able to answer all the questions before you proceed to the next session.

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Introduction



Communication is an integral part of the retailers marketing strategy. Communication is used to inform the customers about the retailers, merchandise and the services. Communication is certainly essential in business, in government, military organizations, hospital, schools, communities, homes or anywhere where people deal with one another.

“Any act by which one person gives to or receives from person information about that person’s needs, desires, perceptions, knowledge, or affective states. Communication may be intentional or unintentional; it may involve conventional or unconventional signals, may take linguistic or non-linguistic forms, and may occur through spoken or other modes.”

Communication is a dialogue, not a monologue. In fact, communication is more concerned with a dual listening process. For communication to be effective, the message must mean the same thing to both the sender and the receiver.

Communication in retail organizations is very much needed. Retail jobs exist in many functional areas, including information systems, human resources, finance and accounting. However, when retail job skills are discussed, the conversation typically centers on skills specific to in-store retail sales and service associate positions. These are the employees who interact at the store level directly with customers. Retail job skills include a combination of soft skills and technical talents.

Learning communication is important and it is essential in the retail business process. In the retail business you have to communicate with in your firm with your team members, fellow workers, higher authorities and subordinates. You also communicate with your external participants like customers, suppliers, competitors and service providers outside of your retail firm.

In this unit, you will learn the forms of communication, communication media and equipments and barriers in communication which are relevant in the workplace of retail workers, employees and employers.

Session 1: Verbal and Non-Verbal Communication

Relevant Knowledge

The medium of communication determines the type of communication. Based on the medium used for communicating, the process of communication can be broadly classified as **verbal communication** and **non-verbal communication**.

Verbal communication includes **written** and **oral communication**, whereas non-verbal communication includes **body language**, **facial expressions** and **pictures**. Thus, the various types of communication are verbal communication (oral and written), non-verbal communication (including body language, pictorial communication, symbolic communication). Each of these is elaborated below.

Verbal Communication

Verbal communication uses words as the medium of communication. An effective verbal communication is a two-way process - speaking and listening must occur. Usually verbal communication is in the one-to-one mode or one-to-one interaction.

Non-verbal communication

Communication that uses physical parts of the body is known as non-verbal communication. It includes facial expressions, tone of voice, sense of touch, sense of smell, and body movements.

Written Communication

Written communication skill is the ability of an individual to communicate in writing. It is done in a one-to-one mode or in a one-to-many mode. Important skills in effective written communication are:

- Write clearly and legibly, giving all the essential information needed
- Use approved styles and formats for written communication
- Prepare and maintain various type of documents

Thus, effective writing involves careful choice of words, their organization in correct order in sentences and preparing a comprehensive composition of sentences.

Braille is another form of writing system which enables blind and partially sighted people to read and write through touch. It was invented by Louis Braille, who was blind and became a teacher of the blind. It consists of patterns of raised dots arranged in cells of up to six dots in a 3 x 2 configuration. Each cell represents a letter, numeral or punctuation mark. Some frequently used words and letter combinations also have their own single cell patterns. People with hearing impairments use lip reading and sign language to communicate. Sign language systems include finger spelling (dactylography), sign language and *Makaton*.



Importance of Verbal Communication

Verbal communication help the individual in different ways i.e., to build and maintain relationship in our society, to lead in professional career and it is most important for business people.

For example, while you communicate with family member or friend, you interact with them with a lot of self - confidence. When it comes to business, it is totally different situation because you may deal with a verity of people throughout the day. i.e., you may deal with people form different cultures, ages and with different levels of experience. You may have to deal different background and have lot of experience in their field or activity. Proper verbal communication skill will help you in dealing with different people.

Communicative Practices

Communication practice will help the student to speak English language quickly and effectively. Here are some rules:

Subject Verb Agreement

Rule -1: If two or more singular noun and pronoun are joined with the word ‘and’ the verb used will be plural.

Example

1. My bother and I are good friend.
2. 2. Ramesh, his friend and I were plying football.

Rule-2: If two singular nouns / pronouns are joined by and point out the same thing the verb used must be singular.

Example

1. Bread and butter are my regular breakfast.
2. Rice and curry is the favorite Indian food.
3. The Collector and District Magistrate is away.

Rule-3: If two subjects are joined by “as well as” the verb agrees with the first subject.

Example

1. Rita as well as her children is playing.
2. Ram as well as his friends is going to market.
3. Children as well as their mother are eating.

Rule-4: If two subjects are joined with either-or, neither-nor, the verbs agree with the subject near to it.

Example

1. Either my brother or I am to do this work.
2. Either you or your friends have returned my book.
3. Neither Ram nor his sister is accused.

Rule-5: If two subjects are joined by with or together with in addition to etc., the verb agrees with the first subject. Example

- a) The boy with his parents has arrived in London.
- b) Maths in addition to other science subjects are tough.

Rule-6: When two subjects are joined by not only - but also verb must agree with the second subject.

Example

1. Krishna or her friend was not there.
2. Mohan or Sohan is responsible for all this.

Rule -7: Some noun Plural in form and singular in meaning takes a singular verb.

Example

1. The news was broadcast form All India Radio yesterday.
2. The Jeans pant is expensive today.

Rule-8: Some nouns are singular in form but plural in number take a plural verb.

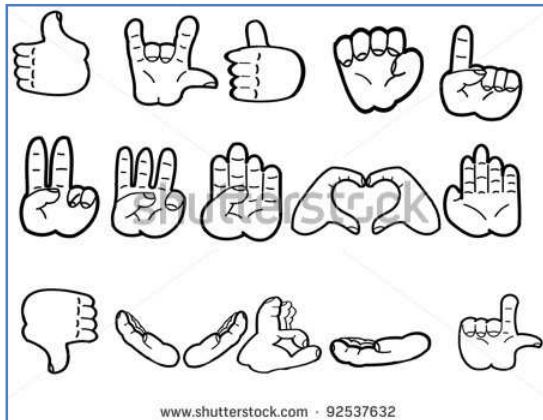
Example

1. The people are shouting.
2. The cattle are grazing.
3. Rule-9: When a plural noun denotes some particular quantity or amount consider a singular verb. Example
 - a) Five hundred rupees is not a big amount.
 - b) Hundred miles is a long distance.
 - c) 20 miters is a long distance for long jump.
 - d) Witting 10 minutes on the road is a big issue for a girl.

Importance of Non-verbal Communication

The most important thing in communication is to listen what is being said It is noticed that there is only 7 to 35% of the spoken language is use in total communication. The rest of the part is through our feelings and intentions in any situation are sent through nonverbal communication. Nonverbal communications included the gestures, body language, facial expressions and postures; etc. Non verbal communication helps the person to understand when verbal messages are unclear or ambiguous. For example if you are not able to speak the foreign language, you can still communicate with people of another region or country by using body language and facial expressions. In business communication it is important and effective to use your body language. You can improve your business standards by using good business communication skills and body language.

By understanding the important aspects of non-verbal communication or body language, you can learn to read people more easily. Argyle and his associates have been studying the features of non-verbal communication that convey information. The following summarizes their findings:



Basics of Non-verbal Communication

Eye Contact

There is a saying in English action speaks louder than the word, so eye contact is most important part in non verbal communication. Different eye contact can be interpreted as follows:

- Most of the listeners look directly at the speaker between 30% and 60% of the time while looking more than that shows the person has great interest on the speaker.
- Once you maintain eye contact with the audience then you will feel a positive frame of confidence. Once you gain that confidence the people will take more seriously what you are speaking.
- In case the listener is not focuses on you, you should make your point clear and then maintain eye contact with him, in this way the listener will feel pressure.

Body Language and Lying

Signs of lying have to be avoided to send wrong signal to the person in front of you. Some of them are listed below:

- Less eye contact will sign that the person is lying and he is guilty.
- Hands touch their face, throat, nose, mouth or ear.
- Physical expression will be stiff and limited.
- If a person takes up less space with their hand, arm and leg movement facing towards their own body then it shows the person is lying.

The Eyebrows

Change in the position of the eye brow can interpret as follows:

- If the eyebrows of a person are lowered that shows the person is usually frowning.
- This shows a sign of worry, criticism or disagreement.
- This shows the person is searching the supporting evidence to make up the huddle.
- The frown may simply mean lack of concentration or confusion.
- Raised eyebrows can indicate shock or distrust.
- One raised eyebrow implies an element of doubt or challenge.
- Raising the eyebrows show a sign of surprise. The people raise their eyebrows to look better. But it can also mean that somebody is looking at you and that he likes you.

The Mouth

- If somebody chews the lower lip that shows the sign" of fear, insecurity and worry.
- If somebody tightened his or her lips that indicate he is in defensive mode.

The Head

- If the head is straight up that shows the sign of neutral position i.e., J., listening carefully and evaluating.
- A small nod of head indicates that the information is being received.
- Tilting the head shows the sign of developing interest.
- If the head of the speaker is downward direction that shows the sign of nervousness and may be some problem.

The Smile

- We always correlate a smile with happiness 'but there are different kinds of smile.
- Sometimes artificial smile comes in the speaker's face when he/she is not actually agreed but he can't deny directly i.e. called coy smile.
- Sometimes the speaker is internally sad but he/she does not want to show to the audience at that time he or she can show artificial smile.

Some of the body gestures which will help you understand the mental frame of a person are as follows:

- *Brisk walk : Confidence*
- *Standing with hands on hips : Readiness, aggression*
- *Sitting with legs crossed, foot kicking slightly : Boredom*
- *Sitting, legs away from each other : Open, relaxed*
- *Arms crossed on chest : Defensiveness*
- *Walking with hands in pockets, shoulders bent : Unhappiness*
- *Hand to cheek : assessment & thinking*
- *Touching, slightly rubbing nose : refusal, hesitation, doubt & lying*
- *Rubbing the eye : Doubt, disbelief*
- *Hands clasped behind back : Anger, irritation, uneasiness and anxiety*
- *Locked ankles : Worry*
- *Head resting in hand, eyes downcast : Monotony*
- *Rubbing hands : Hope, eagerness*
- *Sitting with hands clasp behind head, legs crossed : Confidence, superiority, Power*
- *Open palm : Genuineness, honesty, innocence*
- *Pinching bridge of nose, eyes closed : Negative evaluation*
- *Steeping fingers : Commanding*
- *Tilted head : Attention, Interest*
- *Looking down, face turned away : Disbelief, distrust*
- *Biting nails : Lack of confidence, insecurity, nervousness*
- *Dropping eyeglasses onto the lower bridge of the nose and peering over them : Causes negative reactions in others*
- *Slowly and intentionally taking off glasses and carefully cleaning the lens : That shows the person wants to take time to think before opposition asking for clarification.*
- *Breath faster : Nervous or angry.*
- *Inhaling loudly and shortly : Wants to interrupt a speaking person.*
- *Loud sigh : Understand the thing that is being told.*
- *Twisting the feet continuously : A person is nervous or concerned, but can also mean that a person is stressed or angry and that he don't want to show that to everybody.*
- *Legs wide apart or Sitting straddle-legged : Shows that a person is feeling safe, and is self - confident. Can also show leadership.*
- *A big smile that goes on longer and disappears slower : Unreal or fake smile*
- *Crossed legs with highest foot in the direction of the speaker : Relaxed and self-confident and they are listening very carefully.*

- *Rapidly nodding your head : Shows impatient and eager to add something to the conversation.*
- *Slowly nodding : Shows interest and those they are validating the comments of the interviewer, and this subtly encourages him to continue.*
- *Biting the Lips : The person communicates embarrassment when he bites his lips. He also communicates a lack of self-confidence.*
- *Open Hands : This expresses a trust in other. It also invites to sharing of the other person's view..*
- *Clasping the hands : Indicates defense.*
- *Firm Handshake : The strong, firm handshake usually shows the high confidence and self believeness.*
- *Weak hand shake : People who give these types of handshakes are nervous, shy, insecure or afraid of interaction with other people.*
- *Clearing throat : Nervousness.*
- *Biting fingernails : Nervousness.*
- *Wring your hands : Nervousness.*
- *Paced the floor : Nervousness.*

Dressing

"Dress' Speak" a lot about a person. For example when you enter into a room for the first time, it takes few seconds for people to observe you. Your clothes and body language always speak first. So it is important to dress up carefully to match the occasion. Some of the perceptions people can judge from your appearance are:

- Your professionalism
- Your leadership quality
- Your aptitude
- Your trustworthiness

Being well dressed in a corporate sector can influence your perceptions and promotions. You should ask the following questions before selecting a dress for the occasion:

- What would be appropriate for audience?
- What would be appropriate for this event?
- What role I am going to play?
 - For my company?
 - For my department?
 - For myself?

Exercise

Choose the correct verb from the bracket:

1. Your boss, Mr. Ramesh enters the room when you are meeting with an important client, Mr. Dinesh. You rise and say "Sir, I'd like you to meet Mr. Dinesh. Our client from Delhi." Is this introduction correct? Justify your answer.

Ans:.....
.....
.....
.....
.....
.....
.....

2. At a social function, you meet the CEO of an important company. After a brief chat, you give him your business card. Is this correct?

Ans:.....
.....
.....
.....
.....
.....
.....

3. Testing verbal communication skills

Pair up with your friend and test your verbal communication skills using the following checklist. You can take turns and test your friend's communication skills.

Your Name: _____

Name of Your Friend: _____

S. No.	Verbal Communication	Could speak clearly (yes/no)	Good accent (yes/no)	Too fast (yes/no)	Too soft (yes/no)
(a)	Opening Greeting				
1.	Good morning Sir/Madam. May I help you?				
2.	Good afternoon Sir/Madam. May I help you?				
3.	Good evening Sir/Madam. May I help you?				
(b)	Closing Greeting				
1.	Have a good day Sir/Madam.				
2.	Have a good evening Sir/Madam.				
3.	Good night Sir/Madam.				
(c)	Seeking permission				
1.	May I come in Sir/Madam or Excuse me Sir/Madam				
2.	May I frisk you Sir/Madam?				
3.	May I check your baggage Sir/Madam?				
(d)	Requesting time for response				
1.	Please wait Sir/Madam				
2.	Please have a seat Sir/Madam				
3.	Give me a moment Sir/Madam or A moment please Sir/Madam				

4. Assignment on Non-verbal Communication

Observe people and their body language at a public meeting/place (could be panchayat, conference, platform of a railway station, shopping mall, etc.) and write in your notebook on what is your interpretation about the gestures or postures of the people.

Assessment

A. Shorts Questions

1. What is verbal communication?

2. What do you mean by non-verbal communication?

3. State the importance of verbal communication?

4. Explain the rules applied for verbal communication?

5. State the importance of non-verbal communication?

6. Explain the communicative practices in non-verbal communication?

B. Fill in the blanks with Correct Verb

1. Verbal communication uses _____ as the medium of communication.
(words)
2. Communication that uses _____ parts of the body is known as _____
communication. (physical non-verbal)
3. The most important thing in communication is to _____. (listen)
4. In business communication, use of _____ is important and effective.
(body language)
5. When verbal communication is ambiguous _____ help to understand.
(non-verbal)

C. True or False

1. Oral communication is a form of non-verbal communication -
2. Written communication is a form of verbal communication -
3. Body language is a form of non-verbal communication -
4. Gesture is a form of verbal communication -
5. People with hearing impairments use Braille system to
6. communicate -
7. Pointing fingers while talking is a good gesture of communication-

8. Maintaining eye contact while talking or giving speech is a means of effective communication.

D. Multiple Choice Questions

(Tick the correct answer)

1. You are talking with a group of four people. Do you make eye contact with: Just the person to whom you are speaking at the moment?
 - a. Each of the four, moving your eye contact from one to another?
 - b. No one particular person (not looking directly into anyone's eyes)?
 - c. All the above
 - d. Non of the above
2. When you greet a visitor in your office, do you: (Tick the correct answer)
 - a. Say nothing and let her sit where she wishes?
 - b. Tell her where to sit?
 - c. Say "Just sits anywhere".
 - d. Non of the above
3. You are scheduled to meet a business associate for working lunch and you arrive a few minutes early to find a suitable table. 30 minutes later your associate still hasn't arrived. Do you: (Tick the correct answer)
 - a. Order your lunch and eat?
 - b. Continue waiting and fuming that you're associate isn't there?
 - c. Tell the head waiter you're not staying and give him your card with instructions to present it to your associate to prove you were there?
 - d. After 15 minutes call your associate?

Checklist for Assessment Activity

Use the following checklist to see if you've met all the requirements for Assessment Activity.

Part - A

- Differentiated between the verbal and non-verbal communication.
- Described the important rule in verbal communication.
- Explain the communicative practices in non-verbal communication?

Part - B

Discussed in class the following:

- How to practice verbal communication effectively?
- How to apply various rules for verbal communication?
- What are the different practices available for non-verbal communication?

Part - C

Performance Standards

The Performance standards may include, but not limited to:

Performance criteria	Yes	No
Able to follow the rules for verbal communication		
Able to differentiate between the practices of verbal and non-verbal communication		
Able to perform non-verbal communication		

Session 2: Forms of Communication

Relevant Knowledge

Types of Communication

There are many forms of communication. These are as under:

- Downward Communication
- Upward Communication
- Horizontal Communication
- Vertical Communication
- Lateral Communication
- Formal Communication
- Informal Communication or Grapevine
- Pictorial Communication
- Symbolic Communication

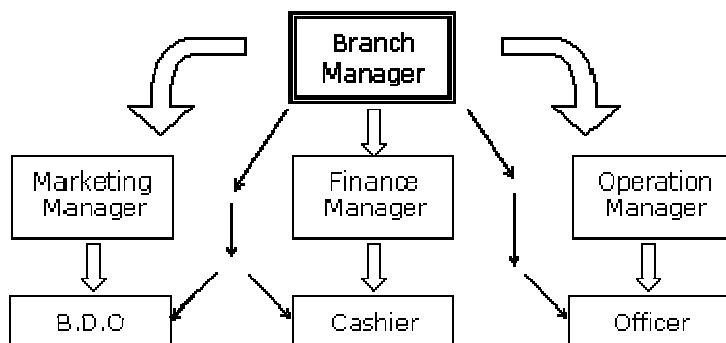
Downward Communication

Information flowing from the top of the organizational management hierarchy and telling people in the organization what is important (mission) and what is valued (policies). Downward communication generally provides enabling information - which allows a subordinate to do something.

e.g.: Instructions on how to do a task.

Downward communication comes after upward communications have been successfully established. This type of communication is needed in an organization to:

- Transmit vital information
- Give instructions
- Encourage 2-way discussion
- Announce decisions
- Seek cooperation
- Provide motivation
- Boost morale
- Increase efficiency
- Obtain feedback



"Downward" Communication in a Bank.

Importance of Downward Communication

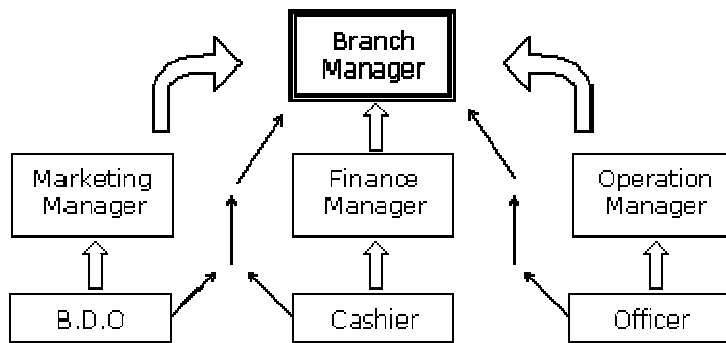
- Orders and instructions about jobs
- Directions about understanding of jobs and its relationships with other jobs
- Organizational policies and its procedures
- Feedback of subordinates' performance
- Reprimands, Criticisms etc.

Upward Communication

Upward communication is the flow of information from subordinates to superiors, or from employees to management. Without upward communication, management works in a vacuum, not knowing if messages have been received properly, or if other problems exist in the organization.

By definition, communication is a two-way affair. Yet for effective two-way organizational communication to occur, it must begin from the bottom. Upward Communication is a mean for staff to:

- Exchange information
- Offer ideas
- Express enthusiasm
- Achieve job satisfaction
- Provide feedback



"Upward" Communication in a Bank.

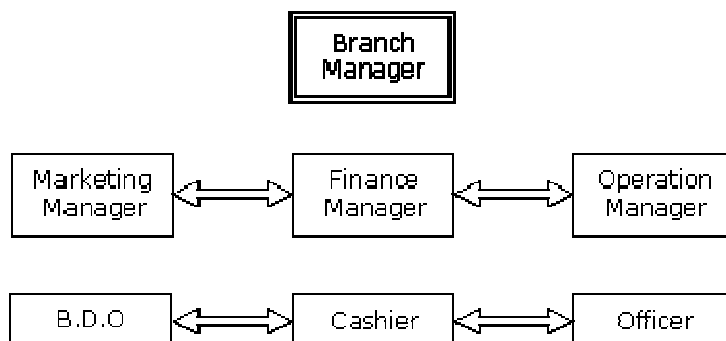
Importance of Upward Communication

- Subordinates' work performance
- Problems relating to work
- Performance appraisal of their subordinates (feedback of understanding of orders, instructions etc.)
- Clarifications of orders etc.,
- Opinion, attitude, feelings etc.,
- Procedures, methods, practices followed while doing the work (vii) Criticism
- New ideas and suggestions
- Personal and family problems

Horizontal Communication

Horizontal communication normally involves coordinating information, and allows people with the same or similar rank in an organization to cooperate or collaborate. Communication among employees at the same level is crucial for the accomplishment of work. Horizontal Communication is essential for:

- Solving problems
- Accomplishing tasks
- Improving teamwork
- Building goodwill
- Boosting efficiency



"Horizontal" Communication in a Bank.

It is the formal/informal exchange of ideas between different individuals/ departments at the same level of hierarchy in the organization.

Advantages

- Enabling horizontal communication in an organization encourages free information exchange.
- Higher information flow between departments is necessary so avoid the same problems being faced by different departments.
- Horizontal communication makes an atmosphere where employees are comfortable to talk to people in different departments and gain from their learning.
- Horizontal communication is a real check on the power of the top leaders.
- It is the flow of information between persons of the same hierarchical level.

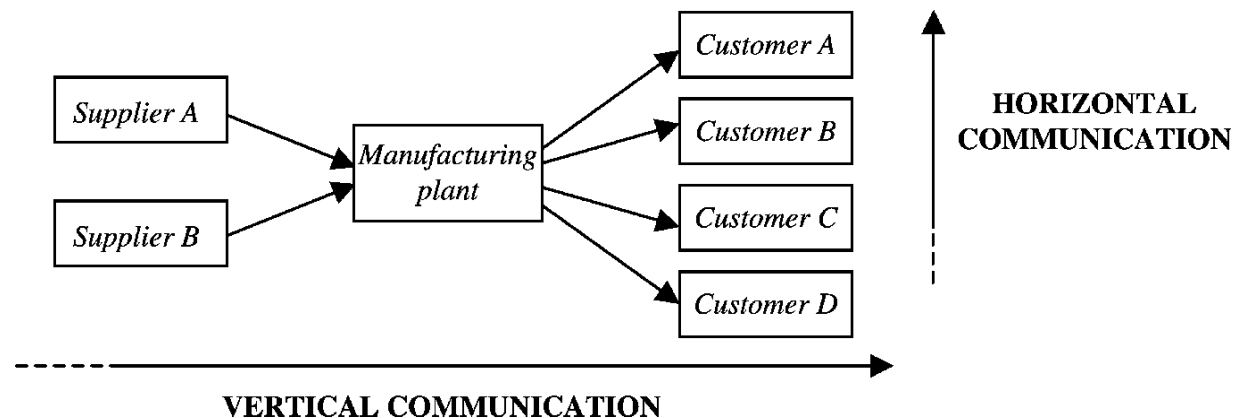
Disadvantages

Sometimes, horizontal communication leads to disputes between individuals/departments. In such cases higher officials have to step in to resolve the matter.

Vertical Communication

The definition of vertical communication is the flow of information both downward and upward through the organizational chain of command. Some also refer to it as formal communication. Downward communication kind of speaks for itself; top-level management produces decisions that are communicated down to tell employees how to perform their job.

Communication that moves through a chain of command typically is vertical in nature. Rules and mandates come down from the top leadership to management and trickle down to the front-line supervisors, eventually reaching the workers. When workers have an issue, they usually talk first to their immediate supervisor. The chain of command dictates that supervisors report the issue to their managers, who then are responsible to carry the information up to the executive offices.



Purpose

The main purpose of operating with a vertical communication system is to control the flow of information and decision-making. Top-down communication usually consists of orders, mandates, policy decisions, directions and instructions. The policies and goals of the organization typically come from the top and move down through the chain of command. Communication that flows upward typically involves information from the front lines to the executives about what's going on at the lower levels. It might include complaints, suggestions, reports, requests for clarification or news about trends.

Disadvantages

Information often is filtered as it moves up and down the chain of command, watering down the message or changing the nature of the information. Managers receiving a request directed to upper management may decide the request isn't valid and slow its motion or stop it altogether. Information meant for distribution down to all the lower levels may become stalled. Middle management may decide their workers don't need the information and halt its progress. Information going in either direction may change or become diluted if not passed up or down in its original form.

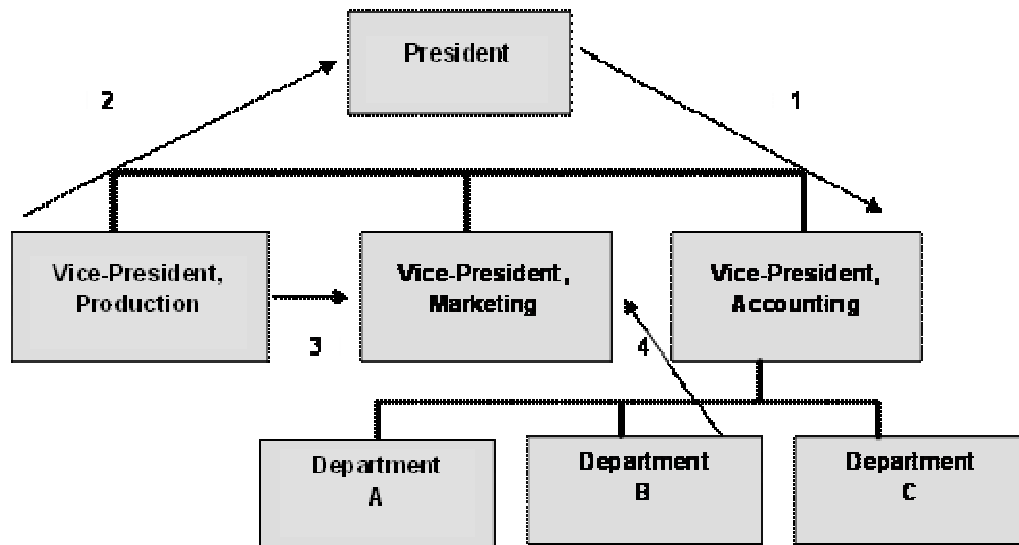
Channels

Various channels used to send information up and down the chain of command also affect the ways it's perceived and acted upon. When passed on verbally, information is tainted by body language, spoken nuances and personalities of the informant. The person receiving the information brings various filters to every conversation that can change the intention of the information. Written communication, on the other hand, when passed on unchanged, may effectively send a consistent message through an organizational structure. Although electronic communication can be more easily manipulated, organizations may utilize a wide range of applications to get and receive pertinent information.

Lateral Communication

Lateral communication refers to messages conversed between people on the same hierarchical level. For example, in terms of the workplace, if two supervisors have a discussion or two board members raise an issue this is known as lateral communication. It is also known as horizontal communication.

The opposite of this is diagonal communication which refers to messages conversed between all levels of hierarchy. For example, if a manager has a discussion with one of their employees then this would be known as diagonal communication. There are a number of various forms of communication in relation to business environments. Internal communication is one particular example as it is the main term used to describe any form of communication within a business. In addition, this is not specified to speaking face to face, this can mean through email, telephone and so on. If a member of one company converses with someone from another company, it is known as external communication. So this can refer to activities such as dealing with customers or contacting a supplier about a product etc.



Formal Communication

A type of verbal presentation or document intended to share information and which conforms to established professional rules, standards and processes and avoids using slang terminology. The main types of formal communication within a business are (1) downward where information moves from higher management to subordinate employees, (2) upward where information moves from employees to management and (3) horizontal where information is shared between peers.

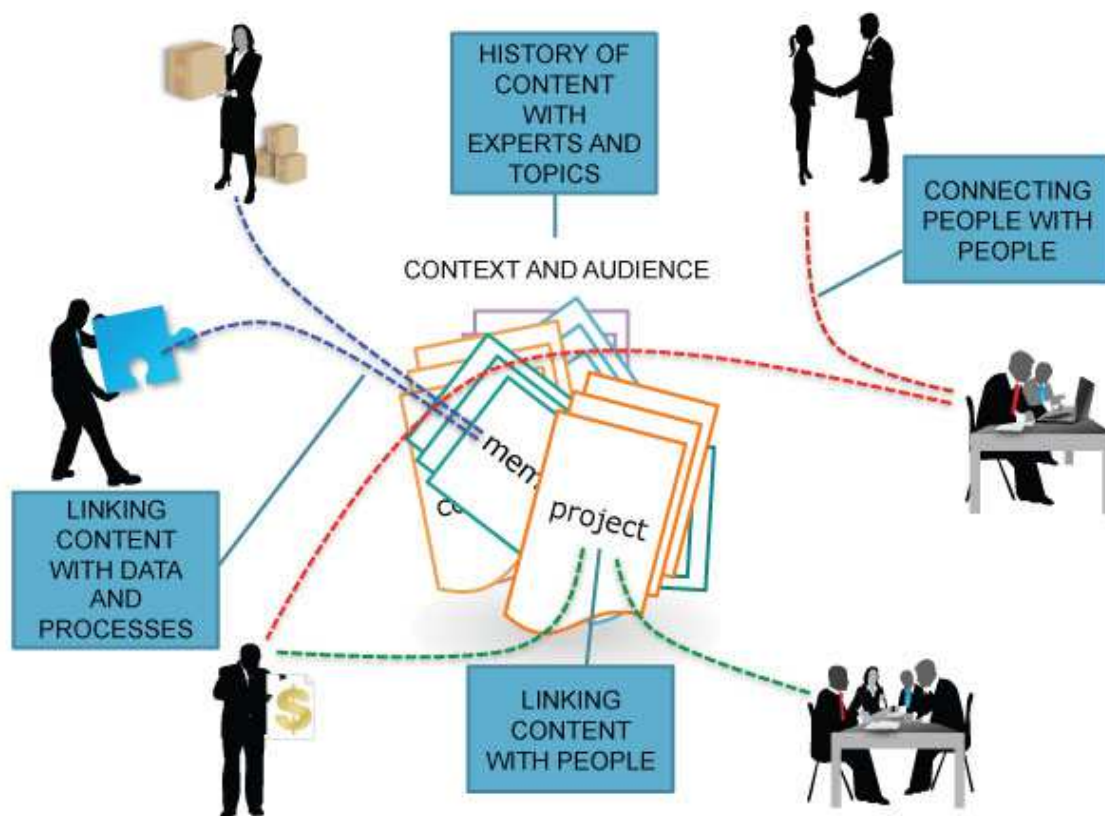


Informal Communication

A casual form of information sharing typically used in personal conversations with friends or family members are called the informal communication. Within a business environment, informal communication is sometimes called the grapevine and might be observed occurring in conversations, electronic mails, text messages and phone calls between socializing employees.

This communication is based on informal relations (like friendship, membership of the same club, the same place of birth, etc.) and, therefore, is free from all the organizational formalities.

The exchange of informal messages usually takes place on the occasion of community meals, social occasions, parties, etc. On such occasions, the superiors gather such information from their subordinates as may be difficult to get through formal communication. Such communication includes comments, suggestions, etc.



Under this, communication takes place through gesticulation, moving of head, smiling and by remaining quiet. For example, a superior wants to complain against his subordinate to his higher officer and at the same time he is afraid of giving it in writing. This can be conveyed to the higher officer through informal communication, say during the course of a conversation.

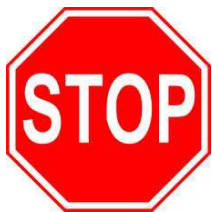
Informal communication is also called grapevine communication because there is no definite channel of communication. Under it some information passes through many

individuals and covers a long distance making its origin obscure. This is exactly like a grapevine where it is difficult to find the beginning and the end.

Formal and informal communication is very straight forward in the sense that formal conversations refer to the discussion of workplace issue whereas informal communication is in relation to discussions about activities outside of work. Informal conversations are only usually acceptable during breaks and they shouldn't be used to spread rumours about colleagues. Moreover, in businesses upward communication is the questions and queries that colleagues aim at their bosses whereas downward communication is the guidance and orders expressed by the management team to their colleagues. In addition to that, there is always the possibility of small group communication which is the term used to describe discussions held in meetings with a number of colleagues.

Pictorial Communication

Pictorial communication includes communicating with signs like traffic signals, the 21-gun salute, horns, sirens, etc. For example, the sign of 'stop' tells you to stop at the given point, the sign of two children with school bags indicate the school zone, the sign of U-turn tells you to take a U turn, and the sign of a person crossing the road indicates the place where you can cross the road.



Symbolic Communication

Symbolic communication uses symbols that signify religion, school, status, affiliation, communication devices, etc. Given below are the symbols used for symbolizing various communication devices.



Exercise : Assignment

Visit a store and write a report about what kind of communication is used for what purpose in the store between employees and between customers. (Note: use pictures to make report effective).

Assessment

A. Fill in the blanks

1. Downward communication general provides enabling information in the form of _____. (instructions)
2. _____ is a casual form of information sharing typically used in personal conversation. (Informal communication)
3. _____ communication includes communicating with signs.

4. Informal communication is also called _____ communication.
(grapewine)
5. _____ refers to messages conversed between all levels of hierarchy. (diagonal communication)

B. Multiple Choice Questions

1. Upward communication is a means for staff to
 - a. Exchange information
 - b. Increase efficiency
 - c. Speaking face to face
 - d. None of these.
2. Horizontal communication is essential for
 - a. Accomplishing task
 - b. Boost morale
 - c. Control decision making
 - d. All the above.
3. Lateral communication refers to message conversed between people
 - a. On the same level
 - b. All levels
 - c. Both the above
 - d. None of the above.
4. The main types of formal communication within a business
 - a. Downward
 - b. Lateral
 - c. Diagonal
 - d. None of the above.
5. Informal communication involves
 - a. Smiling
 - b. Gesticulation
 - c. Both the above
 - d. None of the above.

Checklist for Assessment Activity

Use the following checklist to see if you've met all the requirements for Assessment Activity.

Part - A

- Described the various types of communication.

Part - B

1. Discussed in class the following:
 - What is pictorial communication?
 - What is informal and formal communication?
 - What is lateral communication?
 - What is the importance of upward and downward communication?

Part - C

Performance Standards

The Performance standards may include, but not limited to:

Performance standards	Yes	No
Able to differentiate between types of communication		

Session 3: Communication Media and Equipment

Relevant Knowledge

Communication Media

Communication media refers to the means of delivering and receiving data or information. In telecommunication, these means are transmission and storage tools or channels for data storage and transmission. The term is also commonly used in place of mass media or news media.

Different media are employed for transmitting data from one computer terminal to the central computer or to other computer systems inside some kind of network. The most commonly used communication media include cable, satellite, microwaves and fibre optics.



The communication media acts as a communication channel for linking various computing devices so that they may interact with each other. Contemporary communication media facilitate communication and data exchange among a large number of individuals across long distances via teleportation, email, teleconferencing, Internet forums, etc. Traditional mass media channels such as TV, radio and magazines, on the other hand, promote one-to-many communication. There are two forms of communication media:

- Analog: Includes the conventional radio, telephonic and television broadcasts.
- Digital: Computer mediated communication, computer networking and telegraphy.

The most commonly used data communication media include:

- Wire pairs
- Coaxial cable
- Microwave transmission
- Communication satellite
- Fiber optics

Communication Equipments

A communication tool helps a person to communicate with other people. Information and Communication Technology (ICT) is a general term used for a unified system of telecommunications including telephone lines, wireless, computers, audio-visual systems, etc. which enable the users to create, access, store, transmit, and manipulate information.

Electronic Devices

A range of electronic devices exist to help people overcome the constraint in communication due to distance. These include electronic devices such as telephone, mobile, wireless sets, etc., which are used to send and receive messages. Technological aids, such as hearing aids and videophones are designed to help people with different abilities. Social websites on Internet and Email are examples of technological aids that promote communication and social interaction between people.



Telephone

The telephone is a telecommunication device that transmits and receives sounds. Its basic function is to allow communication between two people separated by a distance. All modern telephones have a microphone to speak into, an earphone which reproduces the voice of the other person, a ringer which makes a sound to alert the owner when a call is coming in, and a keypad to enter



the telephone number. The microphone converts the sound waves to electrical signals and then these are sent through the telephone network to the other phone and there it is converted back into sound waves by an earphone or speaker.

Mobile phone

The mobile phone (also known as a cell phone) is a device that can make and receive telephone calls over a radio link whilst moving around a wide geographic area. It does so by connecting to a cellular network provided by a mobile phone operator, allowing access to the public telephone network. Mobile phones also support a wide variety of other services which include text messaging, popularly known as Short Message Service (SMS), email, Internet access, short-range wireless communications (infrared, blue tooth), business applications, gaming and photography.



Telephone etiquette

Etiquette is defined as manners that are acceptable, pleasing and courteous. The different elements of etiquette are to do with appearance, choice of words and body language. The following etiquette should be followed while talking on telephone:

- Pick up or answer the telephone before the third ring.
- Some words that you should use in your conversations on telephone are: Hello! Good Morning/Good Afternoon/Good Evening.

- Speak clearly and identify yourself.
- If the caller does not introduce himself/herself, say, “May I know who is speaking?”
- In case the caller does not tell to whom he/she wants to talk to, then you may ask questions like “May I know to whom you want to talk to?”
- In case you have to take a message then you may say “I’m sorry, he’s busy at the moment. May I take a message?” or May I take your name and number and have him/her call you back? (Be sure to write down the name, phone number, time the caller had called and the message).
- Ask the caller to wait while you acquire the information required.
- Don’t make the caller wait for more than 02 minutes. It is better to return a call than to keep someone on hold too long. Do not forget to return the call.
- At the end of the waiting period, please express your gratitude for caller’s patience.
- Keep your conversation to the point.
- End the conversation with gratitude.
- Always use a pleasant and friendly tone.
- Before placing a caller on hold, ask his/her permission first. For example, “could you please hold the line, while I call the person”.
- Do not interrupt the person while he/she is talking to you.
- Do not answer the phone if you are eating. You should mention that you are having your meal and you will call back after you have finished.
- When hanging up the phone, make sure the caller hangs up first.
- Avoid leaving long messages.

Electronic Media

Electronic Private Automatic Branch Exchange (EPABX) system: It is an instrument used to place telephonic calls to various people in the premises to check on the availability of the residents/officials and check the authenticity of the visitor’s claims.



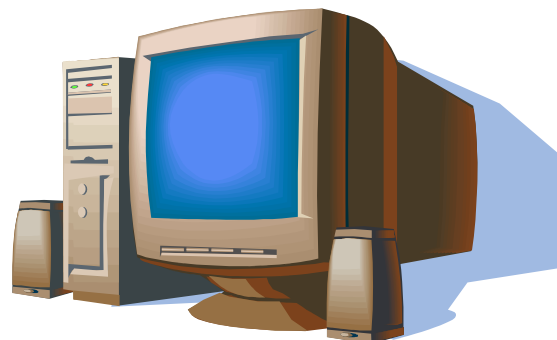
Walkie talkie: A walkie-talkie (known as a handheld transceiver) is a hand-held, portable two-way radio transceiver. Typical walkie-talkies resemble a telephone handset, with an antenna sticking out of the top. Walkie-talkies are widely used in any setting where portable radio communications are necessary, including business, public safety, security and military.

Fax machine: Fax (short for facsimile) is the telephonic transmission of scanned printed material (both text and images) from a fax machine through a telephone line connected to another fax machine. The original document is scanned with a fax machine, which processes the contents (text or images) as a single fixed graphic image, converting it into a bitmap image. The information is then transmitted as electrical signals through the telephone system. The receiving fax machine reconverts the coded image printing a paper copy.



GPS navigation device: It is any device that receives Global Positioning System (GPS) signals for the purpose of determining the device's current location on Earth. GPS devices are used in military, aviation, marine and consumer product applications.

Computers: Computers has now become an important and rapidly expanding medium of communication, as it offers the possibility of rapid communication, and e-commerce through e-mail, e-forums, searchable databases, commercial websites, educational websites, etc.



Exercises

Visit to a nearby retail stores and observe how telephone and fax machine work and write the procedure (not more than 50 words each)
(Use additional sheets of paper if necessary)

1. Write short note (50 words) on the following topics:

(i) Telephone

(ii) Fax Machine

Assessment

A. Fill in the blanks

1. A telephone is an _____ device
2. A telephone has a _____ to speak into and an earphone which reproduces the voice.
3. _____ is the equipment that is used to contact officials in the premises from the gate to check on their availability.

B. Write the full form of the following abbreviations:

1. SMS:
2. EPBAX:
3. Email:
4. GPS:

C. Short Answer Questions (use separate sheet if needed)

1. Name five equipments used for communication.

2. Write down one advantage and one disadvantage of using communication equipments (for each equipment).

3. What is the difference between informal and formal communication?

Checklist for Assessment Activity

Use the following checklist to see if you've met all the requirements for Assessment Activity.

Part - A

- Describe the various communication equipment.

Part - B

- Discussed in class the following:
 - (a) Difference between informal and formal communication
 - (b) Importance of various logbooks and reports in security industry

Part - C

Performance Standards

The Performance standards may include, but not limited to:

Performance standards	Yes	No
Able to describe the purpose and demonstrate the use of communication equipment		
Able to demonstrate communication etiquette		
Able to differentiate between different use and requirement of different communication equipments.		

Session 4: Barriers in Communication

Relevant Knowledge

Barriers

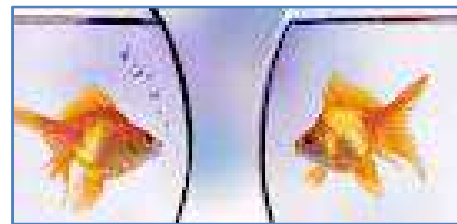
No matter how good the communication system in an organization is, unfortunately barriers can often occur. This may be caused by a number of factors, which can usually be summarized as being due to physical organizational attitudinal, emotional barriers and physiological barriers.



A. Physical Barriers

These are often due to the nature of environment. Thus, the natural barriers, which exist, are located in different buildings or on different sites, others are:

- Poor outdated equipment
- Failure of management
- Lack of new technology
- Staff shortages
- Distractions like background noise, poor lighting
- Hostile environment (too hot or too cold)



All the above-mentioned barriers affect people's morale and concentration, which in turn interfere with effective communication.



B. Organizational Barriers

- It refers to the faulty system design. These include;
- Complexity in organisational structure
- Ineffective organizational supervision or training
- Unclear organizational rules, policies and regulations
- Lack of clarity in roles and responsibilities which can head to staff being uncertain about what is expected of them
- Status relationships

C. Attitudinal Barriers

(i) Attitude of superiors

- Lack of consultation with employees (Ignoring communication)
- Personality conflicts, which can result in, people delaying or refusing to communicate
- Lack of time
- Lack of awareness
- Resistance to change due to interchanged attitudes and ideas
- Lack of trust in subordinates
- Fear of challenge to authority

(ii) Attitude of Sub-ordinates

- Unwillingness to communicate
- Lack of proper incentive

(iii) Emotional Barriers

Psychological factors such as people's state of mind are important tools for proper communication. We all tend to feel happier and be more receptive to information when the sun shines equally. If someone has personal problems like worries about health or marriage, then this will probably affect their communication skills and work power gradually. Some emotional barriers are:

- Premature evaluation
- Inattention
- Loss by transmission and poor retention
- Undue reliance on the written words
- Distrust of communicator
- Failure to communicate
- Semantic Barriers
 - Different language
 - Different context for words and symbols
 - Poor vocabulary

(iv) Physiological Barriers

Physiological barriers may result from individual's discomfort caused by ill health, poor eyesight or difficulties. We have studied several barriers that affect the flow of communication in an organization. These barriers interrupt the flow of

communication from the sender to the receiver, thus making communication ineffective. It is essential for managers to overcome these barriers.

Methods of Overcoming the Barriers

1. It is imperative that organizational policy must be clear and explicit and encourage the communication flow so that people at all levels realize the full significance of communication. This organizational policy should express in clear unambiguous term that organization favors the promotion of communication in the organization.
2. This policy should also specify the subject matter to be communicated which is determined by the needs of the organization.
3. The system of communication through proper channel serves the purpose adequately so far as routine types of information warrants, this has to be overlooked and persons concerned need to be told explicitly.
4. A successful communication system will only be achieved if top management shares the responsibility of good communication and check from time to time that there are no bottlenecks.
5. Organization should have these adequate facilities for promoting communication. This need being carefully looked into and the responsibility of superior managers in encouraging the use of these facilities through the adoption of supportive attitude and behavior needs to be emphasized.
6. Communication being an inter-personal process, the development of inter-personal relationships based on *mutual* respect, trust and confidence is essential for its promotion.
7. There should be continuous programme of evaluating the flow of communication in different directions.

Essentials of Good Communication

- Find out the real purpose of your communication.
- See that your ideas are clear before communication.
- Where appropriate, consult others in planning communication.
- Be sincere and honest in your communication
- Communication is a simple, clear and effective way.
- Know the basic content of your message and consider any possible overtones.
- Study all the conditions, physical and human wherever/whenever/whatever you communicate.
- Whenever possible, convey something of help or value to the receiver.

"People who learn effective communication skills will improve their work and personal relationship". It is important to learn effective communication skills to be successful at work and to deal with conflict. Both verbal and non-verbal communication skills are critical to effective communication. Effective and powerful communication skills give self-confidence. It is the alchemy that can at times transform very ordinary speech into a success. But a self-confident speaker having other attributes as well remains a winner throughout.

Elements of Effective Communication

Adequacy

- In terms of coverage (i.e. type of messages flowing in various direction)
- In terms of quantity of various types of messages.

Timing

- Perfectly timed words and sentences are very important.

Integrity

- Organization of content/matter in such a manner that one idea heads to another, finally evolving into a logical and satisfactory conclusion.

Clarity

- Simple and common words should be used
- Short and Simple sentences
- Proper punctuation
- Logical sequence.

Exercise: Assignment

1. Identify the main barriers that you have encountered during the communication with your teacher.

2. Write the solution to overcome the barriers that you faced during the communication with your teacher.

3. List all the barriers that you have faced while communicating with your friends in a birthday party.

4. What will you do to remove the barriers of communication in the following situations:

S.No.	Situation	Action that you will take to remove the barrier
1.	Poor lighting arrangement in the classroom	
2.	A friend with hearing impairment has come to talk to you	

Assessment

A. Fill in the blanks

- _____ of management is the form of _____ barrier. (failure, physical)
- Status relationships comes under _____. (organizational barriers)
- System of communication through _____ serves the purpose adequately. (proper channel)
- People who learn effective _____ will improve their work and personal relationship. (communication skills)
- Successful communication system will only be achieved if _____ shares the responsibility. (top management)

B. Answer the following questions

1. What are communication barriers?

2. State any two physical barriers in communication.

3. Write short note (25 words) on how the following barriers affect effective communication:

a) Poor communication equipment.

b) Cultural barriers

Checklist for Assessment Activity

Use the following checklist to see if you've met all the requirements for Assessment Activity.

Part - A

- Described the various types of barriers.

Part - B

1. Discussed in class the following:

- How communication cycle is affected by the barriers?
- How one can overcome the various types of barriers in communication?

Part - C

Performance Standards

The Performance standards may include, but not limited to:

Performance standards	Yes	No
Able to differentiate between the various types of barriers in communication		