COMMUNICATION

Communication is an important requirement of every business. A businessman participates in the process of communication in many ways. For instance, he informs the consumer about his product, he motivate them to do the work or collects information about the progress of business etc.

**Meaning of Communication :-**

The term communication is derived from the latin word “communis” or “communicare” which means to make common. Thus communication means to make common facts, information’s, thoughts and requirements. Communication therefore is the exchange of thoughts, message, information etc. by way of speech, signal or in writing.

In order to understand further, many scholars has define the term such as

“Communication is the process by which information is transmitted between individuals and/or organization so that an understanding response results”.

- **By Peter Little**

“Communication is an exchange of facts, ideas, opinions or emotions by two or more persons”.

- **By W.H. New man and C.F. summer Jr.**

But the definition given by **William Scott**, appears comprehensive and touches all aspects of communication process.

“Administrative communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions, which will accomplish organizational goals.”

**Business Communication :-**

Every business firm whether a sole proprietorship, partnership or company undertakes business with the objectives to earn profit. During the course of this process, a businessmen consults sellers, buyers, accountant and other people ; he collects information and also exchanges facts. The specific communication undertaken by the business firm is known as business communication. In fact, business communication is a special type of communication undertaken to meet the need of the organization.
**Communication Process:**

Communication is effective when a concise and clear message is delivered well, received successfully and understand fully. The process of communication has the following distinct components:

1). **Idea:** - Idea is the simplification and abstraction of reality filtered through the individuals mind. Every message weather oral or written begins with an idea. Every business has its own convention for processing and communicating information.

2). **Sender:** - Person sending the information is called sender. He is also known as encoder. The process of communication begins when an idea occurs in his mind. The sender wants to send that idea to another person/organization to achieve some objective. The sender must have a clear picture in his mind about what he wants to communicate.

3). **Message:** - The idea, emotion or opinion transmitted by the sender is called message. Message is an idea transformed into words. The message can be expressed in different ways depending on the subjects, purpose, audience, personal style and cultural background of the sender.

4). **Encoding:** - The method by which a message is expressed is called encoding. Message arises in the mind in the form of an idea. That idea is transmitted by the sender to the receiver in the form of words, symbols, picture etc. If not encoded, it may not be possible for the receiver to understand it.

5). **Medium and Channel:** - The method and means by which a message is transmitted by a sender to the receiver. For instance, letters is a medium and postal or courier service a channel. If message is communicated by telephone, than oral message is a medium and telephone a channel.
6). **Receiver**: The receiver is a person/organization that receives the message. He is the destination of the message. In the absence, the process of communication is incomplete. He not only receives the message but also understands what is implied in it. He may be a listener, reader or viewer of the message.

7). **Decoding**: Decoding is the mental process by which the receiver draws meaning from the word, symbols or picture of the message. Receiver decodes the message send by sender, that’s why he is also known as decoder.

8). **Feedback**: Feedback is the receiver’s response to the message. Feedback is the final ink in the communication process. Feedback tells the source/sender, how the receiver has interpreted the message. The effective communication is always sensitive to feedback.

**Need for business Communication**: -

In present times, business communication has become vital for survival of any organization. Following are the points, that highlights the need for business communication:

- To know consumers attitude and perception toward the company and its product.
- To conveys company image to target audience.
- To communicate companies goals, objectives and policy to the concerned parties.
- To deals with the internal and external stakeholder of the company.
- To maintain and sustain relations with media and various other organizations.

**Purpose of business Communication**: -

Business communication is required to perform two main functions. These functions are:

1). **Internal functions**.

All the communication that occurs in conducting work within a business is called internal function. It helps increase job satisfaction, safety, productivity, profits and decrease in grievances, turnover and absenteeism. Main internal functions of business communication are:
a). **Information to management**: Business communication makes relevant information, facts and other information available to the management. It is on the basis of these information and facts the management takes decision, necessary for the growth & progress.

b). **Improvement to employees**: Business communication provides relevant information to the employees such as, how a particular task is to be performed, how the employees will be rewarded etc.

c). **Improvement in morale**: By providing detailed information regarding all tasks and individual issues to employees. Business communication helps in improving the morale of the employee.

d). **Promotes Spirit of understanding and co-operation**: If effective communication take place between management and employees, it helps to bring an atmosphere of mutual trust and confidence.

**2). External function**: The work related communicating that a business does with people and groups outside the business is called external functions. In today’s complete business world, business depends on each other in the production and distribution of goods and services. The following are important external functions of business communication.

a). **To make relations with the suppliers**: Business communication establishes relations with outside suppliers. It is through communication that suppliers are informed about which raw material is required and when; in what quantity and of what quality.

b). **Report to government agencies & departments**: Business communication is required to deal with different government agencies such as licensing authorities, foreign trade, customs etc. and provide necessary reports and render various returns as per the law.

c). **Sale of Goods & Services**: A business approaches the prospective customer equipped with information regarding his product, quality etc, all through communication.

d). **Report to owner – share holders**: Share holders are the owners of the business and must be informed about each and every information of the business. The function is performed efficiently & conveniently through business communication.

**Business forms of communication**: -
In today world communication is possible through vast variety of medias, but from communication to be effective, the communication has to be very careful and judicious in the choice of media, which will depend on various factors like the urgency of the message, time available, expenditure involved, intellectual and emotional level of receiver etc. So to understand communication better, communication is derived into different forms. These basic forms are also known as methods, channels or medium of communication.

Communication Forms

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Non verbal communication:

The most basic form of communication is non-verbal. Long before human beings used words to communicate, our ancestors communicate with each other by using body languages such as gritting of teeth for anger, smile and touch to show affection. Thus one can easily say that non verbal communication is the communication without words.

As human beings evolved over a period of time, the use of this form of communication has not diminished but has widen in scope. The two effective means of communication are

Firstly, non verbal communication is the form of sign language such as traffic lights, blowing of siren, telephone ring, traffic maps, etc. ‘Secondly’ Communication through body language, which include kinesics, para language, proxemics.

Meaning of:

Kinesics: - is the interpretation of body language such as facial expressions and gestures (body movement).

Para language: - refers to the non-verbal elements of communication used to modify meaning and convey emotion.
**Proxemics**: is a subcategory of the study of non-verbal communication along with haptics (touch), kinesics (body movement), vocalic (para languages).

**Verbal communication**: -

Verbal communication involves the use of symbols that generally have universal meanings for all who are taking part in the communication process. It may be oral or written.

**Oral communication**: -

It is that channel of communication in which message is transmitted in spoken form. The term oral means ‘anything pertaining to the mouth’. These are two components of oral communication; they are words and the manner in which words are pronounced. In oral communication sender and receiver exchange their ideas through speech either face to face or through some mechanical or electrical device such as voice mail, telephone, computer etc.

**Forms of oral communication**: -

1). Face to face conversation
2). Lectures
3). Meetings and conferences
4). Interviews
5). Telephonic conversation
6). Social and cultural affairs
7). Seminars
8). Radio
9). Telephone
10). Grapevine

**Written Communication**: -

Written or printed communication is generally considered the second basic form of communicating. It is that form of communication in which information is exchanged in the written or printed form. It is the most formal of all type of communication. With the advancement technology, the scope of written communication has also widened. It now covers electronic means like e-mail, fax apart from the traditional forms such as letters, circulars, memos, telegrams, report, forms, manuals etc.

**Different Communication models**: -

There are different ways to understand the principles and processes that define communication. The convenient and easy ways from these is through models, as they act...
as a descriptive tools to approximate things, which otherwise would have trouble seeing, imagining or describing.

Over the years, numerous models have been offered as representations of what is involved when human communicate. Different scholars have put forward different models of communication, main among them are: -

1). Shannon- Weaver Model

In the year 1949 Cloude Shannon, an electrical engineer and Warren Weaver propounded a mathematical model of communication. This model particularly explains electronic communication in a simple linear way which is easily understandable.

![Shannon-Weaver Model Diagram]

a). **Information Source**: - It is the beginning of the process. It represents some purpose on the part of sender.

b). **Message**: - It is the information passing between sender and receiver in the communication process.

c). **Transmitter**: - The sender of message is an encoded form is known as transmitter.

d). **Noise Source**: - The model recognizes the potential of noise in distorting the message.

e). **Receiver**: - He is the person to whom information is send. He decodes the information.

f). **Destination**: - It is the end of the communication process.

2). Murphy’s Model: -

This communication process model is propounded by three writers. According to this model; there are six components of communication process : -

a). **Context**: - Context is a broad field that includes country, culture, organization, internal & external cause of action and every message weather oral or written begins with context.
b). **Sender-Encoder**: - The second- encoder used symbols, usually words, to express the message and create desired response.

c). **Message**: - The message is the core idea the sender wishes to communicate. It consists of both verbal and non-verbal symbols.

d). **Medium**: - It is the channel through which a message is communicated. It can be printed word, e - mail, sound or gesture.

e). **Receiver- decoder**: - The receiver/listener is the person who receives the message and decodes it.

f). **Feedback**: - It can be oral or written. It can be an action such as receiving an ordered item. Sender needs feedback in order to determine the success or failure of the communication.

3). **Thill and Bovee Model**: -

   According to Thill and Bovee communication model, business communication is more than a single act. It is a chain of events consisting of five phases linking sender and receiver.
Feedback

a). **Idea**: - The sender has an idea. In the process of conceiving an idea about the real world, the sender leaves out many things but assumes some things. This means idea in the mind of sender is a simplification of the real world.

b). **Message**: - The idea in the mind of sender is transformed into words and thus becomes a message. The message may be expressed in many ways.

c). **Message is transmitted**: - The 3rd step in the process is physical transmission of the message through verbal or non-verbal channel, from sender to receiver.

d). **Receiver gets Message**: - For communication to occur, the receiver has to get the message, and understand the message and store the message mentally.

e). **Feedback**: - The receiver reacts after receiving the message and sends feedback. Feedback is a key element in the communication process because it enables the sender to evaluate the effectiveness of the message. Then the process is repeated until both parties have finished expressing themselves.

**Barriers of communication**: -

Communication is a process of transmitting information. If the information, as it is present in the mind of the transmitter, is transferred unchanged into the mind of the receiver, we say that a perfect act of communication has taken pace. But if some miscommunication occurs either at the level of sender, or at the medium or at the receiver end, communication process is hampered. These miscommunication is refer as a ‘barrier’ to communication.

Some of the major communication barrier are:

1). **Semantic barrier**: - This barrier is associated with inter personal language. The reasons for this barrier are:-

a). **Interpretation of words**: - Most of the communication is carried through words whether spoken or written. But words are capable of communicating a variety of meanings e.g. ‘Radium is a valuable metal “. In this value can mean either price or utility or both.

b). **By passed instructions**: - By passing is said to have occurred if the sender and the receiver of the message attribute different meanings to the same word or use different
words for the same meaning. Thus, half heard or understood message leads to miscommunication.

c). _Denotation and connotations:_ Words have two type of meanings: denotation (direct meaning) and connotation (secondary meaning or expression in audition to its primary meaning). There exists a large number of words that have a favourable connotation in certain context and unfavourable in other e.g. “cheap”. It is because of these words that sometimes compliment are interpreted as an insult.

2). _Socio psychological barrier:_ This barrier is associated with inter personal communication. The reason for this barrier are: -

a). _Attitude and opinions:_ Personal attitude and opinions after act as a barrier to effective communication. If the information agree/ similar with our opinions and attitude, we tend to receive it favorably otherwise we tends to (receive it favon ) run contrary to our accepted beliefs.

b). _Emotion:_ Emotional state of mind plays an important role in the act of communication. If the sender is perplexed, worried afraid, exited, nervous, his thinking will be blurred and will not be able to organize his message properly. In the same way, emotions of the receiver also affects the process.

c). _Closed mind:_ A person with the closed mind is very difficult to control with. He is deeply ingrained in his prejudices and is placed in front of him.

d). _Status Consciousness:_ This exists in every organization and is one of the major barriers of effective communication. Sub ordinates are afraid of communicating with senior as either they are too conscious of their status or too afraid at being scurbed. Supervisor thinks that consulting their junior would be compromising their dignity.

e). _In attentiveness:_ People after become in attentive while receiving a message in particular, if the message contains new idea, as adult mind resists change because change leads to insecurity, instability and uncertain things. Sometimes, a person also becomes in attentive because of some distractions such as framing reply after receiving half information or guessing next part of message.
3). Physical Barriers: -

This communication barriers is associated with the surrounding environment where communication is taking place. The reason for this type of barrier are:

a). **Noise**: - It refers to all kinds of physical interferences that acts as a hurdle in communicating process. Noise is of different type such as physical noise (any unwanted sound), Visual noise (too attractive thing), written noise (poor hand written, smudged copies).

b). **Time and Distance**: - Time and distance also act as a barrier in smooth flow of communication. Distance between the sender and receiver act as a hurdle. Although this barrier have been overcome by technology but still in case of breakdown, this exists. Different timing of shifts at workplace also act as barriers in imparting/passing on vital information.

4). Organizational Barriers: -

This communication barrier is associated with the choice of medium and rules followed in an organization. The reasons for this type of barriers are: -

a). **Rules & Regulation**: - Rules may prescribe how communication should be made/more from one level to another. Due to this movement, this can be loss of information, delay in passing information.

b). **Wrong choice of medium**: - Choice of channel/medium depends upon the nature of the message and to whom it is targeted. If wrong medium is chosen to communicate, proper communication will not take place e.g. employee distinguish performance compliment is send through peon in memo. This act transmits different meaning as memo is used to ask explanation for a particular act.

**Overcoming Communication Barriers**: -

Following points should be kept in mind in order to overcome different communication barriers: -

1). Constructive environment should be created for expression of ideas.

2). Proper communication channel should be used to transfer idea/information.
3). One should try to maintain a positive attitude while communicating by being open minded.

4). One should use direct, simple language and avoid words that have more than one meaning.

5). Free flow of information should take place between different levels both vertically and horizontally.

6). One should try to understand the idea/information through proper listening before giving feedback.
OBJECTIVES OF COMMUNICATION

The basic objective of human communication is trying to elicit a reaction from the person we are trying to communicate with. From a business or commercial angle, if we observe any small or large business around us we will be able to notice that the amount of success the business has achieved mainly relies on its power of communication. Communication defines the level of success that the company has attained.

Following are a few of the main objectives of business communication.

1. **Information**: The core objective of a business is to convey information and making individuals more up to date, E.g.- all the advertisement campaigns that we notice around us are an attempt to inform and convey the information across to others, and in case of companies, this information is generally regarding the product or services at offer. However, the method of communication may be verbal, written, visual or any other. All companies thrive on information pertinent to their business activity. They must have excellent knowledge regarding the market, their competitors, the government policies, the type of credit they can gain from; the existing economic situation etc. Pertinent information is the main aspect for successful business. However, in the recent times, because of the arrival of the World Wide Web, there has been a swift outburst in the quantity of information that is accessible to a company and it is turning out to be gradually more difficult for a company to come across information that is genuine, comprehensive, up-to-date and new. Furthermore, it has become very important for any company to get hold of that information. Moreover, this demand for correct information has initiated a new faction of people called the infomediaries, who do not handle any type of goods but provide information. A company not only acquires information but furthermore provides information as well, for e.g.- The company has to provide factual information about profitability, quality of products, facilities provided to the workers or services rendered towards the community.

2. **Motivation**: Communication in business is moreover essential to boost the workers' motivation. Thus if the communication is carried out correctly and is successful in encouraging the workers and workers are sufficiently encouraged, the work gets completed easily, proficiently and the workers will carry out their functions by themselves without supervision. Communication should be utilised to construct a proper working atmosphere. In order to create a strong competitive atmosphere between the workers and furthermore can be acknowledged and rewarded for their accomplishments. Employees who work at a lower level in the chain of command of the organisation should be motivated to give ideas and inputs on the methods to improve the functioning of an organisation, this type of communication brings about a feeling of involvement and connection and creates more loyalty towards the company.

3. **Raising Morale**: Another extremely significant objective of business communication (internal) is maintaining a sense of high morale amongst the workers, so that they perform their tasks with
dynamism and resilience as a team. create a great impact on the success of a company. However as morale is a psychological aspect, the condition of high morale is not a lasting feature. An organisation could have a sense of high morale between the workers for following phase. Therefore, to keep the sense of high morale amongst the employees, an organisation has to constantly put in their efforts in that course. It can be managed by maintaining an open door policy, keeping tabs on the gossip and not permitting destructive rumours to spread among employees.

4. **Order and instructions**: An order is an oral or written rule influencing the start, end or adjusting an activity. This form of communication is internal and is executed within a company. Order may be in written or verbal form. Written orders are given when the type of job is extremely vital or the person who would carry out the task is far off. Care must be taken at the time of handing out written orders; a copy of the order should always be maintained so that it is easy during the follow up. Oral orders come into play at the time of urgency in the work and when the person is in close proximity. However, it is extremely vital to follow up in both the cases.

5. **Education and training**: These days, communication can be additionally used in business to enhance the scope of knowledge. The goal of education is attained by business communication on three levels (a) Management (b) employees (c) general public

   a. **Education for future managers**: At this juncture, junior personnel in the organisation are taught to deal with vital assignments comprising of responsibility, so that they can achieve something more than their superiors in the long run.

   b. **Education for newbie's**: When new personnel join an organisation they are introduced by enlightening them in relation to the culture of the company, code of discipline, work ethos etc. This is generally carried out by way of a training method to accustom the new recruits with the working style of the organisation.

   c. **Educating the public**: This is carried out by advertising, informative seminars, newspapers, journals to notify the public regarding the product, the working style of the company and different schemes presented by the company.

**Business Communication can be of two types:**

1. **Oral Communication** - An oral communication can be formal or informal. Generally business communication is a formal means of communication, like : meetings, interviews, group discussion, speeches etc. An example of Informal business communication would be - Grapevine.
2. **Written Communication** - Written means of business communication includes - agenda, reports, manuals etc.

1. organization. The views, background, approach, skills, competencies, and knowledge of the sender have a great impact on the message. The verbal and non-verbal symbols chosen are essential in ascertaining interpretation of the message by the recipient in the same terms as intended by the sender.

2. **Message** - Message is a key idea that the sender wants to communicate. It is a sign that elicits the response of recipient. Communication process begins with deciding about the message to be conveyed. It must be ensured that the main objective of the message is clear.

3. **Medium** - Medium is a means used to exchange / transmit the message. The sender must choose an appropriate medium for transmitting the message else the message might not be conveyed to the desired recipients. The choice of appropriate medium of communication is essential for making the message effective and correctly interpreted by the recipient. This choice of communication medium varies depending upon the features of communication. For instance - Written medium is chosen when a message has to be conveyed to a small group of people, while an oral medium is chosen when spontaneous feedback is required from the recipient as misunderstandings are cleared then and there.

4. **Recipient / Decoder** - Recipient / Decoder is a person for whom the message is intended / aimed / targeted. The degree to which the decoder understands the message is dependent upon various factors such as knowledge of recipient, their responsiveness to the message, and the reliance of encoder on decoder.

5. **Feedback** - Feedback is the main component of communication process as it permits the sender to analyze the efficacy of the message. It helps the sender in confirming the correct interpretation of message by the decoder. Feedback may be verbal (through words) or non-verbal (in form of smiles, sighs, etc.). It may take written form also in form of memos, reports, etc.

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

**Advantages of Oral Communication**

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

Disadvantages/Limitations of Oral Communication

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

Written communication has great significance in today’s business world. It is an innovative activity of the mind. Effective written communication is essential for preparing worthy promotional materials for business development. Speech came before writing. But writing is more unique and formal than speech. Effective writing involves careful choice of words, their organization in correct order in sentences formation as well as cohesive composition of sentences. Also, writing is more valid and reliable than speech. But while speech is spontaneous, writing causes delay and takes time as feedback is not immediate.

• Advantages of Written Communication

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

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

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

Effective written communication develops and enhances an organization’s image.

It provides ready records and references.

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

- Disadvantages of Written Communication

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

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

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

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

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

Non Verbal Communication - Actions Speak Louder than Words

What is Non Verbal Communication?

It is communication of feelings, emotions, attitudes, and thoughts through body movements / gestures / eye contact, etc.
The components of Non Verbal Communication are:

- **Kinesics**: It is the study of facial expressions, postures & gestures. Did you know that while in Argentina to raise a fist in the air with knuckles pointing outwards expresses victory, in Lebanon, raising a closed fist is considered rude?
- **Oculesics**: It is the study of the role of eye contact in non verbal communication. Did you know that in the first 90 sec - 4 min you decide that you are interested in someone or not. Studies reveal that 50% of this first impression comes from non-verbal communication which includes oculesics. Only 7% of comes from words - that we actually say.
- **Haptics**: It is the study of touching. Did you know that acceptable level of touching vary from one culture to another? In Thailand, touching someone’s head may be considered as rude.
- **Proxemics**: It is the study of measurable distance between people as they interact. Did you know that the amount of personal space when having an informal conversation should vary between 18 inches - 4 feet while, the personal distance needed when speaking to a crowd of people should be around 10-12 feet?
- **Chronemics**: It is the study of use of time in non verbal communication. Have you ever observed that while AN employee will not worry about running a few minutes late to meet a colleague, a manager who has a meeting with the CEO, a late arrival will be considered as a nonverbal cue that he / she does not give adequate respect to his superior?
- **Paralinguistics**: It is the study of variations in pitch, speed, volume, and pauses to convey meaning. Interestingly, when the speaker is making a presentation and is looking for a response, he will pause. However, when no response is desired, he will talk faster with minimal pause.
- **Physical Appearance**: Your physical appearance always contributes towards how people perceive you. Neatly combed hair, ironed clothes and a lively smile will always carry more weight than words.

Remember, “what we say” is less important than “how we say it” as words are only 7% of our communication. Understand and enjoy non verbal communication as it helps forming better first impressions. Good luck!

**Kinesics Or body language**

Since bodily movement, gestures etc. are important for communication, they are being systematically studies as a sub area of non verbal communication and language termed as kinesis that literally means body language/body movement. It stands for the way the body communicates without words and through various movements of its parts such as nodding of head, blinking of eyes, waving hand, shrugging shoulders and various other ways.

Just as language uses sets of symbol to convey meaning or body, consciously as well as unconsciously, carries message, attitudes, status relationship, mood, and warmth/indifference, Positive/negative feeling and soon. It only depends upon the receiver how to infer these meanings from body symbol.

**Parts of kinesics movement**

There are different parts of the movement as explained earlier such as
1) Facial expression

As popular saying says “the face is the index of the heart” what ever we feel deep within ourselves, it is at once reflected in the face. It is very important in any face to face communication. We convey more than we convey by our words e.g. facial expression generally associated with happiness, surprise, fear, anger, sadness can be easily identified by facial expression.

2) Eye Contact

Everyone is well aware that eyes contact is of paramount importance in all face to face communication when we look at somebody’s face we focus primarily on his eyes and try to understand what he mean i.e. raised eyes brows and eyelids combined with dilated pupils conveys that the person is exited, surprised or frightened. On the other hand, eyebrows with upper and lower eyelids closed combined with constricted pupils tells us that the person is angry or in pain. Along with the eye patterns, eye contact and eye movements are also meaningful such as brief eye contact indicates nervousness or embarrassment, where as looking at a person for a long time shows the intensity of interest.

3) Gestures

In addition to facial expressions and eye contacts, other parts of our body move in a very meaningful manner. These movements are called gestures i.e. the physical movement of arms, legs, hands, torso and head. They play very important role in conveying meaning without using words i.e. pounding of fist on table, shows anger, arms spread apart conveys the meaning of wide, shuffling from one leg to another means nervous and on slightly forward and erect torso is interpreted as intense.

It is also important to note that gestures are not used individually but in relation to another person and acquire meaning at particular time and also that they can be instinctive or acquired.

4. Head, body shape and posture.

In any face to face communication/meeting/interview the way we hold our head is very important. Everybody is well aware of the age old saying, “Hold your head high”. The position of head reflects honors and self respect, confidence, integrity and interest in the person before us where as a bent head shows modesty, politeness or diffidence depending upon the situation along with these pattern, other movements such as jerking of head shows/indicates insolence, rejection or agreement depending upon the context and personality of the person concerned.

Apart from head, both our body shape and posture affect what we think about ourself, how we relate to other and how others relate to us or respond to our moves. Mostly we act spontaneously but become self conscious while appearing for an interview. In such situation, we try to make an extra effort and our posture become awkward. So we should inculcate the best habits related to posture in our day
to day affair in order to make them a part of unconscious spontaneous act.

5. Appearance
   Appearance includes clothing, hair, jewellery, cosmetics etc. all these may seem unrelated to body language but on having a closer look we can easily judge/find that they are very meaningfully related to our face, eyes, gestures, postures etc.

A famous writer has said that a man is recognized by his “dress and address”. Dress means our attire and occasion has its own particular type of dress. It may be formal or informal. It is normally a part of an organization work rule to have a formal suit or combination of jacket and trousers for the working hours or have a uniform for all levels of workers. If one changes from formal dress to informal or casual he is easily noticed and his dress speaks volume about his attitude toward work, his colleagues, life and his own fallings.

It is not just dress/clothes that are important for any occasion but also shoes, hair style, perfume etc. that convey meaning in non verbal form.

Advantage of body language
1. It is most easily visible aspect of communication; therefore, it helps the receiver in decoding the message.
2. It complements verbal communication, especially in face to face communication as no message can be completely sent across without accompaniment of facial expression and gestures.
3. It adds intensity to the communication process.
4. It helps in improving overall atmosphere and looks of an organisation.

Disadvantages of body language
1. Since it is non verbal communication, relying on facial expression and gestures cannot take place whole heartedly.
2. People belonging to different cultural background send out different body signals. They are therefore, liable to be misinterpreted.
3. It becomes ineffective if the listener is inattentive.
4. It is non effective in large gathering and is commonly used only in case of face to face communication.

Para Linguistics or paralanguage
Paralanguage is closest to verbal communication and almost always accompanies body language. It is non verbal because it does not comprise words.

In paralanguage, Para means like hence paralanguage literally means like language and paralinguistic’s is the systematic study of how a speakers speaks, while verbal communication consists of “what or the
content”. Paralanguage involves how or the way/ways in which speakers speak. Paralanguage involves.

a) Voice

The first signal we receive or use is our voice. It tells us about the speaker’s sex, background, education, training and temperament.

There are different kinds of voices -clear, musical, pleasant, raucus, unpleasant and so on.

The clear the voice, the more effective it will be in conveying the message/meaning. This is the reason that in certain jobs such as telephone operator, newsreader it is absolutely necessary for the applicants to have a clear and pleasant voice.

To convey the message effectively, following point should be taken care off in our voice.

1. **Pitch and volume variation** - for effective and interesting communication, a speaker must introduce variations in pitch while speaking. Those who speaks in monotones fails to keep the listener’s attention.

2. **Speaking speed** - People speaks at different speed on different occasion and also while conveying different parts of the message. Generally, the easy part of the message information is conveyed at a slower pace because it is likely to be understood easily. On the other hand, the difficult/technical or complicated part of information are conveyed at a slower pace. If we reverse the order, the result will be counter productive and message will not be conveyed. It has also been observed that when we are in the state of anxiety or urgency, we tends to speak fast as compare to when we are relaxed.

3. **Pause** - the pause or speed of speaking is also accompanied by pause. We cannot and should not go on speaking without pausing voluntarily or involuntarily. But the pause has to be at the right moments. In correct use of pause cause problem or may change the meaning of the sentence. It is therefore, very important for a speaker to carefully monitor his pauses.

4. **Non fluencies** - speech is not always a continuous string of meaningful words. There are pauses scattered at intervals with sounds/utterances like “ah” “oh” “uh” “um” you know “ok” or laughter, yawn or chuckles. These pauses are called “non-fluencies”. When these non fluencies are used carefully, they give the speakers time to breathe or relax and make the listeners more alert. But if used too frequently it irritates the listeners.

5. **Volume variations** - one must speak loud enough for all of our audience to hear, but not too loudly. The loudness of our voice should be adjusted according to the size of space.

6. **Proper word stress** - every person who understand/communicates in some or other language, understands that word stress is of crucial importance in communication, by putting stress or emphasis on a word here or a word there in the same sentence can change the whole meaning. Emphasis on a particular word or part of spoken word ( study of which is known as phonetics ) is especially important is conversation in which questions and answers are essentials.
Advantage of paralanguage

It is very closely allied to language. No oral message is complete without it.

It is sufficiently dependable indicators of the speakers place on the organizations. On the basis of his voice quality one can easily guess.

It tells us about the speaker’s educational background national/regional background.

It gives useful clues regarding the speaker’s mental status.

Disadvantage of paralanguage

It is non verbal communication, therefore cannot be fully relied upon.

The voice quality and pitch of the speaker may unnecessary prejudice the receivers of the message. The receiver has to be very open minded and patient.

It is sometimes misguided or mislead due to the use of improper tone or bad voice quality.

Proxemics or space language

Non verbal communication involves not only body language and paralanguage but also the space around us, time and our physical environment or surroundings.

Just as “kinesics” is the study of body language, “proxemics” is the study of how we communicate with the space around us. Our interaction with the people around us has a well defined or well understood spatial dimension. Conversely we can say that the spatial dimension or distance between us and other people tell us about our relations and the nature of our communication with them.

Placing ourselves in the center, we can present the space around us in the following form-

1. Intimate- physical contact/touch to 18 inches.
2. Personal- 18 inches to the 4 feet
3. Social- 4 feet to 12 feet
4. Public- 12 feet to as far as we can see and hear

1. Intimate space language

Most of the body movement originates within the circle of about 18 inches around us. Only our family members, close friends and selected people enter this area. Such peoples are special to us, the nearer we are to the person, the closer the relationship. In this group, communication generally take place in whisper or soft words and may involve eye.

2. Personal space Language

While in intimate space, we mostly speak in whispers, monotones or at a low pitch, in the personal
space that extends from 18 inches to 4 feet, we have normal conversation with close friends, colleagues, associates and visitors.

Although communication is mostly in nature, it may involve taking certain important decision or spontaneous unprogrammed talking.

3. Social space language

Extending from 4 to about 12 feet is what has very aptly been called the social space. This is mostly used for formal purpose and the relationship within this circle are more official. We do most of our work in this area while feeling, emotion, likes and dislikes are used/shared in intimate and personal space. More reasons and planning’s is used in this space. It is therefore of paramount importance in business.

4. Public space language

As this space extends from 12 feet to as far as we can see and hear, conversation is absolutely formal. The attachment of the intimate and personal space is substituted by the detachment of perception, objectively of approach and formality in speaking. Generally we speak loudly in this, so far to be heard by others in a large group.

A part from the above mentioned space languages, proxemics also concern with the use of space by group of people.

The way group of people use the space assigned to them determines their respective places and interaction pattern.

Importance of Communication in an Organization

Effective Communication is significant for managers in the organizations so as to perform the basic functions of management, i.e., Planning, Organizing, Leading and Controlling. Communication helps managers to perform their jobs and responsibilities. Communication serves as a foundation for planning. All the essential information must be communicated to the managers who in-turn must communicate the plans so as to implement them. Organizing also requires effective communication with others about their job task. Similarly leaders as managers must communicate effectively with their subordinates so as to achieve the team goals. Controlling is not possible without written and oral communication.
Managers devote a great part of their time in communication. They generally devote approximately 6 hours per day in communicating. They spend great time on face to face or telephonic communication with their superiors, subordinates, colleagues, customers or suppliers. Managers also use Written Communication in form of letters, reports or memos wherever oral communication is not feasible.

Thus, we can say that “effective communication is a building block of successful organizations”. In other words, communication acts as organizational blood.

The importance of communication in an organization can be summarized as follows:

1. Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark.
2. Communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.
3. Communication also plays a crucial role in altering individual’s attitudes, i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in moulding employee’s attitudes.
4. Communication also helps in socializing. In today’s life the only presence of another individual fosters communication. It is also said that one cannot survive without communication.
5. As discussed earlier, communication also assists in controlling process. It helps controlling organizational member’s behaviour in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management.

An effective and efficient communication system requires managerial proficiency in delivering and receiving messages. A manager must discover various barriers to communication, analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization.

Communication Flows in an Organization

In an organization, communication flows in 5 main directions-

1. Downward
2. Upward
3. Lateral
4. Diagonal
5. External

1. **Downward Flow of Communication**: Communication that flows from a higher level in an organization to a lower level is a downward communication. In other words, communication from superiors to subordinates in a chain of command is a downward communication. This communication flow is used by the managers to transmit work-related information to the employees at lower levels. Employees require this information for performing their jobs and for meeting the expectations of their managers. Downward communication is used by the managers for the following purposes -

- Providing feedback on employees performance
- Giving job instructions
- Providing a complete understanding of the employees job as well as to communicate them how their job is related to other jobs in the organization.
- Communicating the organizations mission and vision to the employees.
- Highlighting the areas of attention.

Organizational publications, circulars, letter to employees, group meetings etc are all examples of downward communication. In order to have effective and error-free downward communication, managers must:

- Specify communication objective
- Ensure that the message is accurate, specific and unambiguous.
- Utilize the best communication technique to convey the message to the receiver in-right form

2. **Upward Flow of Communication**: Communication that flows to a higher level in an organization is called upward communication. It provides feedback on how well the organization is functioning. The subordinates use upward communication to convey their problems and performances to their superiors.

The subordinates also use upward communication to tell how well they have understood the downward communication. It can also be used by the employees to share their views and ideas and to participate in the decision-making process.
Upward communication leads to a more committed and loyal workforce in an organization because the employees are given a chance to raise and speak dissatisfaction issues to the higher levels. The managers get to know about the employees feelings towards their jobs, peers, supervisor and organization in general. Managers can thus accordingly take actions for improving things.

Grievance Redressal System, Complaint and Suggestion Box, Job Satisfaction surveys etc all help in improving upward communication. Other examples of Upward Communication are -performance reports made by low level management for reviewing by higher level management, employee attitude surveys, letters from employees, employee-manager discussions etc.

3. **Lateral / Horizontal Communication**: Communication that takes place at same levels of hierarchy in an organization is called lateral communication, i.e., communication between peers, between managers at same levels or between any horizontally equivalent organizational member. The advantages of horizontal communication are as follows:

   - It is time saving.
   - It facilitates co-ordination of the task.
   - It facilitates co-operation among team members.
   - It provides emotional and social assistance to the organizational members.
   - It helps in solving various organizational problems.
   - It is a means of information sharing
   - It can also be used for resolving conflicts of a department with other department or conflicts within a department.

4. **Diagonal Communication**: Communication that takes place between a manager and employees of other workgroups is called diagonal communication. It generally does not appear on organizational chart. For instance - To design a training module a training manager interacts with an Operations personnel to enquire about the way they perform their task.
5. **External Communication**: Communication that takes place between a manager and external groups such as - suppliers, vendors, banks, financial institutes etc. For instance - To raise capital the Managing director would interact with the Bank Manager.

**Feedback Communication**

Receivers are not just passive absorbers of messages; they receive the message and respond to them. This response of a receiver to sender’s message is called Feedback. Sometimes a feedback could be a non-verbal smiles, sighs etc. Sometimes it is oral, as when you react to a colleague’s ideas with questions or comments. Feedback can also be written like - replying to an e-mail, etc.

Feedback is your audience’s response; it enables you to evaluate the effectiveness of your message. If your audience doesn’t understand what you mean, you can tell by the response and then refine the message accordingly.

Giving your audience a chance to provide feedback is crucial for maintaining an open communication climate. The manager must create an environment that encourages feedback. For example after explaining the job to the subordinated he must ask them whether they have understood it or not. He should ask questions like “Do you understand?”, “Do you have any doubts?” etc. At the same time he must allow his subordinated to express their views also.

Feedback is essential in communication so as to know whether the recipient has understood the message in the same terms as intended by the sender and whether he agrees to that message or not.

There are lot of ways in which company takes feedback from their employees, such as : Employee surveys, memos, emails, open-door policies, company news letter etc. Employees are not always willing to provide feedback. The organization has to work a lot to get the accurate feedback. The managers encourage feedback by asking specific questions, allowing their employees to express general views, etc. The organization should be receptive to their employee’s feedback.

A manager should ensure that a feedback should:

1. Focus on a particular behaviour - It should be specific rather than being general.
2. Impersonal - Feedback should be job related, the manager should not criticize anyone personally.
3. Goal oriented - If we have something negative to say about the person, we should always direct it to the recipients goal.
4. Well timed - Feedback is most effective when there is a short gap between the recipients behaviour and the receipt of that feedback.
5. **Use “I” statements** - Manager should make use of statements with the words like “I”, “However” etc. For example instead of saying “You were absent from work yesterday”, manager should say “I was annoyed when you missed your work yesterday”.

6. **Ensure understanding** - For feedback to be effective, the manager should make sure that the recipients understand the feedback properly.

7. **While giving negative feedback to the recipient**, the manager should not mention the factors which are not in control of the recipient.

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**Overcoming Communication Barriers**

There are a lot of communication barriers faced these days by all. The message intended by the sender is not understood by the receiver in the same terms and sense and thus communication breakdown occurs. It is essential to deal and cope up with these communication barriers so as to ensure smooth and effective communication.

As, in the previous section we have discussed the major barriers of communication. Let’s talk about **how to overcome these barriers of communication**.

1. **Eliminating differences in perception**: The organization should ensure that it is recruiting right individuals on the job. It’s the responsibility of the interviewer to ensure that the interviewee has command over the written and spoken language. There should be proper Induction program so that the policies of the company are clear to all the employees. There should be proper trainings conducted for required employees (for eg: Voice and Accent training).

2. **Use of Simple Language**: Use of simple and clear words should be emphasized. Use of ambiguous words and jargons should be avoided.

3. **Reduction and elimination of noise levels**: Noise is the main communication barrier which must be overcome on priority basis. It is essential to identify the source of noise and then eliminate that source.

4. **Active Listening**: Listen attentively and carefully. There is a difference between “listening” and “hearing”. Active listening means hearing with proper understanding of the message that is heard. By asking questions the speaker can ensure whether his/her message is understood or not by the receiver in the same terms as intended by the speaker.

5. **Emotional State**: During communication one should make effective use of body language. He/she should not show their emotions while communication as the receiver might misinterpret the message being delivered. For example, if the conveyer of the message is in a bad mood then the receiver might think that the information being delivered is not good.
6. **Simple Organizational Structure**: The organizational structure should not be complex. The number of hierarchical levels should be optimum. There should be an ideal span of control within the organization. Simpler the organizational structure, more effective will be the communication.

7. **Avoid Information Overload**: The managers should know how to prioritize their work. They should not overload themselves with the work. They should spend quality time with their subordinates and should listen to their problems and feedbacks actively.

8. **Give Constructive Feedback**: Avoid giving negative feedback. The contents of the feedback might be negative, but it should be delivered constructively. Constructive feedback will lead to effective communication between the superior and subordinate.

9. **Proper Media Selection**: The managers should properly select the medium of communication. Simple messages should be conveyed orally, like: face to face interaction or meetings. Use of written means of communication should be encouraged for delivering complex messages. For significant messages reminders can be given by using written means of communication such as: Memos, Notices etc.

10. **Flexibility in meeting the targets**: For effective communication in an organization the managers should ensure that the individuals are meeting their targets timely without skipping the formal channels of communication. There should not be much pressure on employees to meet their targets.

### Seven C’s of Effective Communication

There are **7 C’s of effective communication** which are applicable to both written as well as oral communication. These are as follows:

1. **Completeness** - The communication must be complete. It should convey all facts required by the audience. The sender of the message must take into consideration the receiver’s mind set and convey the message accordingly. A complete communication has following features:
   - Complete communication develops and enhances reputation of an organization.
   - Moreover, they are cost saving as no crucial information is missing and no additional cost is incurred in conveying extra message if the communication is complete.
   - A complete communication always gives additional information wherever required. It leaves no questions in the mind of receiver.
   - Complete communication helps in better decision-making by the audience/readers/receivers of message as they get all desired and crucial information.
   - It persuades the audience.

2. **Conciseness** - Conciseness means wordiness, i.e, communicating what you want to convey in least possible words without forgoing the other C’s of communication. Conciseness is a necessity for effective communication. Concise communication has following features:
   - It is both time-saving as well as cost-saving.
• It underlines and highlights the main message as it avoids using excessive and needless words.
• Concise communication provides short and essential message in limited words to the audience.
• Concise message is more appealing and comprehensible to the audience.
• Concise message is non-repetitive in nature.

3. **Consideration** - Consideration implies “stepping into the shoes of others”. Effective communication must take the audience into consideration, i.e, the audience’s viewpoints, background, mind-set, education level, etc. Make an attempt to envisage your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify your words in message to suit the audience’s needs while making your message complete. Features of considerate communication are as follows:
  • Emphasize on “you” approach.
  • Empathize with the audience and exhibit interest in the audience. This will stimulate a positive reaction from the audience.
  • Show optimism towards your audience. Emphasize on “what is possible” rather than “what is impossible”. Lay stress on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

4. **Clarity** - Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Clarity in communication has following features:
  • It makes understanding easier.
  • Complete clarity of thoughts and ideas enhances the meaning of message.
  • Clear message makes use of exact, appropriate and concrete words.

5. **Concreteness** - Concrete communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence. Concrete message has following features:
  • It is supported with specific facts and figures.
  • It makes use of words that are clear and that build the reputation.
  • Concrete messages are not misinterpreted.

6. **Courtesy** - Courtesy in message implies the message should show the sender’s expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message has following features:
  • Courtesy implies taking into consideration both viewpoints as well as feelings of the receiver of the message.
  • Courteous message is positive and focused at the audience.
  • It makes use of terms showing respect for the receiver of message.
  • It is not at all biased.

7. **Correctness** - Correctness in communication implies that there are no grammatical errors in communication. Correct communication has following features:
  • The message is exact, correct and well-timed.
  • If the communication is correct, it boosts up the confidence level.
  • Correct message has greater impact on the audience/ readers.
  • It checks for the precision and accurateness of facts and figures used in the message.
  • It makes use of appropriate and correct language in the message.

Awareness of these 7 C’s of communication makes you an effective communicator.
Effective communication is a part and parcel of any successful organization. A communication should be free from barriers so as to be effective. Communication is a two way process where the message sent by the sender should be interpreted in the same terms by the recipient. The characteristics of effective communication are as follows:

1. **Clarity of Purpose**: The message to be delivered must be clear in the mind of sender. The person to whom it is targeted and the aim of the message should be clear in the mind of the sender.
2. **Completeness**: The message delivered should not be incomplete. It should be supported by facts and observations. It should be well planned and organized. No assumptions should be made by the receiver.
3. **Conciseness**: The message should be concise. It should not include any unnecessary details. It should be short and complete.
4. **Feedback**: Whether the message sent by the sender is understood in same terms by the receiver or not can be judged by the feedback received. The feedback should be timely and in personal. It should be specific rather than general.
5. **Empathy**: Empathy with the listeners is essential for effective verbal communication. The speaker should step into the shoes of the listener and be sensitive to their needs and emotions. This way he can understand things from their perspective and make communication more effective.
6. **Modify the message according to the audience**: The information requirement by different people in the organization differs according to their needs. What is relevant to the middle level management might not be relevant to the top level of management. Use of jargons should be minimized because it might lead to misunderstanding and misinterpretations. The message should be modified according to the needs and requirements of the targeted audience.
7. **Multiple Channels of communication**: For effective communication multiple channels should be used as it increases the chances of clarity of message. The message is reinforced by using different channels and there are less chances of deformation of message.
8. **Make effective use of Grapevine (informal channel of communication)**: The employees and managers should not always discourage grapevine. They should make effective use of grapevine. The managers can use grapevine to deliver formal messages and for identification of issues which are significant for the employees. The managers can get to know the problems faced by the employees and can work upon it.
Important Terms in Communication

1. Communication: “Communication is the process by which information is transmitted between individuals and/or organization so that an understanding response results”. “Communication is an exchange of facts, ideas, opinions or emotions by two or more persons”.

2. Silence: Silence is the lack of audible sound or presence of sounds of very low intensity. By analogy, the word silence can also refer to any absence of communication, including in media other than speech. Silence is also used as total communication, in reference to non verbal communication and spiritual connection. Silence also refers to no sounds uttered by anybody in a room or area. Silence is an important factor in many cultural spectacles, as in rituals.

3. Circular Letter: Circular letter is also a kind of a letter that is issued for a number of people. It is a kind of notice that is sent as a letter aimed at a large number of people.

4. Bio-Data: Biodata is a commonly used term in industrial and organizational psychology for biographical data. Biodata is defined as “…factual kinds of questions about life and work experiences, as well as to items involving opinions, values, beliefs, and attitudes that reflect a historical perspective. BIO-DATA. Name. : Age & DOB. : Religion & Caste. : Sex. : Marital Status. : Father’s name. : Mother’s name. : Telephone Number. : Home (with STD code) mobile No. etc.

5. Memo: Memo is short for memorandum, a document or other communication. A memorandum may have any format, or it may have a format specific to an office or institution. In law specifically, a memorandum is a record of the terms of a transaction or contract, such as a policy memo, memorandum of understanding, memorandum of agreement, or memorandum of association.

6. D.O. -D.O. letter means Demi official where one departmental head or institutional head address the other institutional head by name. Its an official letter with a personal touch.

7. Notice: Written or formal information, notification, or warning about a fact, required to be made in law or imparted by an operation of law. The act of noting, remarking, or observing; observation by the senses or intellect; cognizance; note.

8. Facial Communication: A facial expression is one or more motions or positions of the muscles beneath the skin of the face. These movements convey the emotional state of an individual to observers. Facial expressions are a form of nonverbal communication. They are a primary means of conveying social information between humans, but they also occur in most other mammals and some other animal species.

9. Heading: The title, subtitle, or topic that stands at the top or beginning, as of a paragraph,
letter, or chapter. A title at the head of a page or section of a book: "chapter headings". A division or section of a subject; a class or category.

10. **Salutation**: A gesture or utterance made as a greeting or acknowledgment of another's arrival or departure. A standard formula of words used in a letter to address the person being written to.

11. **Enclosures**: Autonomous items or records accompanying, or attached to, a formal letter or official document (and listed therein) in order for it to accomplish its purpose.

12. **Grapevine**: Grapevine is an informal channel of business communication. It is called so because it stretches throughout the organization in all directions irrespective of the authority levels. Man as we know is a social animal. Despite existence of formal channels in an organization, the informal channels tend to develop when he interacts with other people in organization. It exists more at lower levels of organization.

13. **Feedback**: Feedback is the receiver's response to the message. Feedback is the final ink in the communication process. Feedback tells the source/sender, how the receiver has interpreted the message. The effective communication is always sensitive to feedback.

14. **Non verbal communication**: The most basic form of communication is non-verbal. Long before human beings used words to communicate, our ancestors communicate with each other by using body languages such as gritting of teeth for anger, smile and touch to show affection. Thus one can easily say that non verbal communication is the communication without words.

15. **Kinesics**: is the interpretation of body language such as facial expressions and gestures (body movement).

16. **Para language**: refers to the non-verbal elements of communication used to modify meaning and convey emotion.

17. **Proxemics**: is a subcategory of the study of non-verbal communication along with haptics (touch), kinesics (body movement), vocalic (para languages).

18. **Oral communication**: It is that channel of communication in which message is transmitted in spoken form. The term oral means ‘anything pertaining to the mouth’.

19. **Written Communication**: Written or printed communication is generally considered the second basic form of communicating. It is that form of communication in which information is exchanged in the written or printed form. It is the most formal of all type of communication.

20. **Message**: It is the information passing between sender and receiver in the communication process.

21. **Transmitter**: The sender of message is an encoded form is known as transmitter.
22. **Noise Source**: - The model recognizes the potential of noise in distorting the message.

23. **Receiver**: - He is the person to whom information is send. He decodes the information.

24. **Destination**: - It is the end of the communication process.

25. **Medium**: - It is the channel through which a message is communicated. It can be printed word, e-mail, sound or gesture.

26. **Idea**: - The sender has an idea. In the process of conceiving an idea about the real world, the sender leaves out many things but assumes some things. This means idea in the mind of sender is a simplification of the real world.

27. **Letters**: A letter is a written or printed personal or business message that is usually sent by a mail in an envelope.

28. **Memos**: Memos are intra-organization correspondence written among different departments in the same location or in different locations, factories and offices. Before word processing and other forms of electronic communication became popular, memos carried bulk of the load of written communication within a firm.

29. **Official letters**: These are letters written to Government, semi-government and other statutory authorities and are addressed formally.

30. **Demi-official (DO) letters**: These are also official letters but are addressed to a person by name. DO letters are written if matter:
   - Requires personal attention of the addressee
   - Is of confidential nature
   - Is urgent requiring immediate disposal / response

31. **Internal letters**: These take the form of memos written among different functions and departments within an organization. They are eminently suitable for internal communication.

32. **Personnel letters**: These are letters emanating from personnel / human resource department:
   - Inviting applications for notified vacancies
   - Calling for preliminary interviews
   - Calling for written tests

33. **Purchasing letters**: These letters cover the correspondence for purchasing and other allied functions in materials management, supply chain functions etc:
   - Inviting tenders or quotations
   - Placing orders for supplies and contracts for services & materials

34. **Sales letters**: These are letters pertaining to the marketing and sales activities of the firm:
   - Advertising, publicity and marketing communication
   - Marketing research and surveys of customers and competitors

35. **Accounting and finance letters**: These letters may relate to:
   - Account payable
   - Account receivable
36. **Facial expression**: AS popular saying says “the face is the index of the heart” what ever we feel deep within ourselves. It is at once reflected in the face. It is very important in any face to face communication.

37. **Eye Contact**: Everyone is well aware that eyes contact is of paramount importance in all face to face communication when we look at somebody’s face we focus primarily on his eyes and try to understand what he mean i.e. raised eyes brows and eyelids combined with dilated pupils conveys that the person is exited, surprised or frightened.

38. **Gestures**: In addition to facial expressions and eye contacts, other parts of our body move in a very meaningful manner. These movements are called gestures i.e. the physical movement of arms, legs, hands, torso and head.

39. **Appearance**: Appearance includes clothing, hair, jewellery, cosmetics etc. all these may seem unrelated to body language but on having a closer look we can easily judge/find that they are very meaningfully related to our face, eyes, gestures, postures etc.

40. **Voice**: The first signal we receive or use is our voice. It tells us about the speaker’s sex, background, education, training and temperament. There are different kinds of voices - clear, musical, pleasant, raucus, unpleasant and so on.

**Four S’s of communication**

Besides the above, following four principles have become popular:

(i) **Shortness**
Shortness “economizes” on words. Message should be as brief as possible. Good rules are:
- Avoid high sounding and bombastic words
- Do not use complex words, phrases and ideas
- Use simple, common and popular vocabulary

(ii) **Simplicity**
Simplicity impresses. There is a famous “KISS” principle in communication – it says that the message should be kept short and simple. A few golden hints are:
- Choice of simple words and ideas comes from clarity of tellers’ thoughts
- Confused persons employ confusing words that leave the reader in a maze
- Clarity of ideas germinate use of simple words and phrases
(iii) **Strength**  
Strength of message „convinces“ receivers about the desirability of the idea(s). Messages should deliver the conviction of the teller. Guidelines are:  
- Half-hearted statements add a touch of falsehood to the message  
- If sender is convinced, the message carries the strength of his conviction  
- Strength of the message comes from senders” credibility  

(iv) **Sincerity**  
The quality of sincerity „appeals” to everyone especially the receivers of messages. If receivers” keen sense of observation senses a situation of make-believe, the entire process of communication would fall through. Adopting the following rules will go a long way:  
- A sincere approach becomes evident to receivers  
- Sincerity gets reflected in the way they communicate  
- Sincerity adds to the credibility of senders  

---  

**Effective listening** requires both deliberate efforts and a keen mind. Effective listeners appreciate flow of new ideas and information. Organizations that follow the principles of effective listening are always informed timely, updated with the changes and implementations, and are always out of crisis situation. Effective listening promotes organizational relationships, encourages product delivery and innovation, as well as helps organization to deal with the diversity in employees and customers it serves.  
To improve your communication skills, you must learn to listen effectively. Effective listening gives you an advantage and makes you more impressive when you speak. It also boosts your performance.  

**Effective Listening Skills**  
1. Discover your interests’ field.  
2. Grasp and understand the matter/content.  
4. Be open to accept new ideas and information.  
5. Jot down and take a note of important points.  
6. Work upon listening. Analyze and evaluate the speech in spare time.  
7. Rephrase and summarize the speaker’s ideas.  
8. Keep on asking questions. This demonstrates that how well you understand the speaker’s ideas and also that you are listening.  
9. Avoid distractions.  
10. “Step into the shoes of others”, i.e., put yourself in the position of the speaker and observe things from his view point. This will help creating an atmosphere of mutual understanding and improve the exchange of ideas in communication process.
Characteristics of Good and Effective Listener

Good and effective listener tries to give maximum amount of thought to the speaker’s ideas being communicated, leaving a minimum amount of time for mental exercises to go off track. A good listener:

1. **Is attentive** - Good listener must pay attention to the key points. He should be alert. He should avoid any kind of distraction.
2. **Do not assume** - Good listener does not ignore the information he considers is unnecessary. He should always summarize the speaker’s ideas so that there is no misunderstanding of thoughts of speakers. He avoids premature judgements about the speakers message.
3. **Listen for feelings and facts** - Good listener deliberately listens for the feelings of the speaker. He concentrates totally on the facts. He evaluates the facts objectively. His listening is sympathetic, active and alert. He keenly observes the gestures, facial expression and body language of the speaker. In short, a good listener should be projective (i.e. one who tries to understand the views of the speaker) and empathic (i.e. one who concentrates not only on the surface meaning of the message but tries to probe the feelings and emotions of the speaker).
4. **Concentrate on the other speakers kindly and generously** - A good listener makes deliberate efforts to give a chance to other speakers also to express their thoughts and views. He tries to learn from every speaker. He evaluates the speaker’s ideas in spare time. He focuses on the content of the speaker’s message and not on the speaker’s personality and looks.
5. **Opportunizes** - A good listener tries to take benefit from the opportunities arising. He asks “What’s in it for me?”

To conclude, effective listening enhances the communication quality. It makes all attentive. It encourages optimistic attitude, healthy relations and more participation. It leads to better decision-making in an organization. Effective listening is directly related to our ability to do team work. It must be noted that “We listen at about an efficiency rate of 25 percent maximum, and we remember only about 50 percent of what is delivered during a ten minute speech/lecture/communication.”

**Here are some guidelines for active listening:**

- Maintain relaxed but attentive posture and comfortable eye contact.
- Listen for feelings that may be expressed or implied as well as the facts being stated.
- Reflect, clarify or paraphrase what the person has said to ensure that you understand his/her concern.
- Convey a sense of welcoming acceptance and respect, trying not to show annoyance or restlessness.
- Be genuine, real and self-disclosing when appropriate. Show you are engaged when listening to others.
- Be empathetic to the concern that the person attaches to the problem. Place yourself in his/her position.
• Ask questions that seem pertinent in order to get a clear, concise understanding of the problem. Try not to jump to conclusions and judgments.
• Lead with “door openers” that allow the person to think about and to express his/her thoughts. Open-ended questions are useful in the active listening process.
• Actively support and encourage the person by offering help through available resources and reassurance.
• Give specific information when possible or offer assistance with finding relevant information.
• Consistently evaluate the impact of what you say: “Is it true? Is it necessary? Is it kind?”
• Silence is golden. Help ease anxiety by conveying acceptance, trust and the message that you are actively listening.

“Active Listening: hearing, engaging, understanding.”

**Note taking** : Note Taking is the practice of writing pieces of information, often in an informal or unstructured manner. Information presented in class often contains the central concepts of the course and the material most likely to be included on exams. Yet, students frequently do not realize the importance of note taking and listening. While many students view note taking as an activity conducted simply in lecture, solid note taking skills require preparation and reflection as well. While taking notes:
Select. Omit trivial and redundant details. Omit anything you’ll recall anyway!
Condense. Replace lists with a category term.
Organize. Choose headings and topic sentences.
Rephrase. Use your own words.
Elaborate. Make connections to existing knowledge.
Note-taking generally involves writing down most of what you hear or read without processing the information in any way. Notes that are taken are often unselective, trying to cover most or all of the information without highlighting the main points or issues. Note-taking is, therefore, taking a passive approach to study and learning.
Common Conversational English in Hotel & Restaurant

- Good morning/afternoon/evening, Reception/Information, speaking. May I help you?
- Good morning/afternoon/evening, sir/madam. Welcome to our hotel,
- How may I help you?
- Have you made a reservation in our hotel?
- May I help have your name please? How do you spell that?
- Would you please spell it for me?
- One moment please, Mr. X. Will you please register?
- Would you please fill in the registration form?
- Kindly sign your name on this card please.
- Here is the pen. Mr. X.
- May I look at your passport for a moment, please. Mr. X.
- The daily rate for the room is FEC—plus 10% surcharge, altogether the rate is—per room per night.
• Thank you, here is your credit card and you will only need to sign your name when you check out.
• Mr. X, we have a lovely room for you on the floor, room no. — facing the pool/river. I am sure you will find everything to your satisfaction.
• By the way, may I know where your next destination is so that we can forward your reservation to the Holiday Inn there?
• Here is your “welcome Booklet” where you will only find a lot of useful information.
• Mr. X, my colleague will take care of your luggage and show you up to the room.
• You may leave/drop your room key at the Information desk when you go out and pick it up / collect it afterwards.
• Here is the key to room—, Take Mr. X up to the room, please.
• If you need anything, please call us anytime and we will be glad to be of service, I hope you enjoy your stay in our hotel.
• My name is Y, Please call me anytime and I’ll be glad to be of service. Enjoy your stay with us.
• What type of room would you prefer?
• How long are you going to stay with us?
• Let me check if we have a room available.
• I am sorry, sir/madam. We can accommodate you for ——, nights only at this moment, but we Eli put you on our top priority waiting list for the rest of dates and keep you informed.
• May I know if you are paying in cash or by credit card?
• Will you settle your bill by traveler’s cheque?
• It is our hotel policy that we need a deposit in advance. Mr X, Would you mind going to the Cashier counter please.
• One moment please, I’ll see if he is registered.
• You may call him on the house phone. It’s over there behind the pillar.
• Could you wait a few minutes? I’ll have the bellman page him.
• I’m sorry, I didn’t make it clear.
• Would you mind going/stepping over to the ——desk at the end of the counter?
• We are looking forward to seeing you again soon.
• Certainly, you may leave a message.
• One moment please. Sorry to keep you waiting. Go ahead please.
• Would you mind repeating that please.
• I am afraid there is no message for you at the moment.
• May I know how long you would like to extend your stay in our hotel?
• May I be of assistance?
• Are you being served?
• I’ll send/have somebody to attend to you in a minute.
• I am sorry I don’t understand, I’ll get my super for you right away.
• Mr. X, for your protection, this is the only key available.
• I will make sure that the other clerks are informed of your new location and that all message or calls will be forwarded to you.
Here is step by step guest complaint handling guideline for hotel or restaurant staffs.

**Step-1:**

When a guest with a complaint or request approaches you, follow the basic steps of Making It Right.

**Listen:** Listen intently making mental notes, with the right body language- put on a serious face, nod your head. (Take notes if the information is very detailed and specific)

**Apologize with Empathy:** Apologize and put yourself in the guests’ situation. No matter how insignificant the matter is to you, it must be dealt with seriously.

**Find a Solution:** All problems have a solution – that’s the approach to use. Try and find the simplest and clearest solution. If you are unable to, inform a supervisor or manager.

**Follow Through:** After the problem has been resolved, go back to the guest to ensure he is satisfied. Even if the problem is being solved by someone else, you were the one who the problem was brought to- follow through accordingly. Take personal responsibility of the issue.
Step-2:

The guest, who is complaining, should be informed of the action(s) being taken every step of the way. If you are unaware of what to do, inform the guest that you will inform a Supervisor/Manager and follow up with him/her within the next 10 minutes. Just tell the guest:

“Mr/Mrs/Miss “X” I will inform the situation to my Supervisor/Manager and I shall revert back to you within the next 10 minutes.”

Step-3:

Inform the Supervisor/Manager of the situation – make sure to give him/her all the information, including a background on the guest.

Step-4:

Supervisor/Manager must contact the guest and explain to him/her that he/she has been informed about the situation. The Supervisor/Manager must apologize for the situation and offer him/her an alternative or plus him/her with something that the guest feels “outweighs” the problem.

If the guest is still not satisfied, the Department Head must be informed.

Step-5:

After a solution has been reached, the key person who dealt with the guest on this case should go back and check to see if the guest is satisfied.
Step-6:

A log must be maintained detailing the situation.

Step-7:

The entire Making it Right procedure should be completed within 24 hours.

<table>
<thead>
<tr>
<th>Always</th>
<th>Never</th>
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<tbody>
<tr>
<td>Provide all the information in the log</td>
<td>Come up with a decision if you are unsure</td>
</tr>
<tr>
<td>Ensure you revert to the guest every step</td>
<td>Neglect any minor complaint</td>
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<td>of the way</td>
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</table>
Instructions for addressing a group

1. Address the crowd according to your message and target audience. Use respectful titles, never titles labeled by religious affiliations or belief systems. Speak on friendly terms, but don't assume a position that is too private. For example, don't address the crowd by saying, "Good evening, friends," unless you honestly do know most of the people personally and the reason for the evening event is of a sensitive enough nature that you can meaningfully address them as such.

2. Dress appropriately for the occasion. Don't overdress or underdress.

3. Speak clearly but calmly. No bashing your fist upon the podium to get your point across, please.

4. Plan for technical glitches and for things to go wrong. Take problems with a smile and move on. The less you give these issues notice, the less the audience will.

5. Control the speed of your voice and keep to your time limit. Speaking too long will cause the crowd to glance at their watch too often and lose focus.

6. Stick to the organized topic at hand. Keep personal problems, the nerdy jokes or odd people you saw on the way to the conference out of the speech. They will only be distracting and make you look like an amateur.

7. Close the speech properly. How you end your speech is just as important is how you delivered it. It is always appropriate to thank audience members for their time and for listening.

Audience Analysis

Communication is complete only when the receiver understands the message in the same sense and spirit that sender intends to convey. However, communication does not take place completely because of the illusion that it has been accomplished. The great cause of illusion is sender's inability to understand the audience. Without analysing audience, the chances of effectiveness of the communication decrease.

Understanding the audience is fundamental to the success of any message. The sender needs to analyse the audience and then adapt the message to their goals, interests and needs. Audience like to listen the message that suits their
interests, familiar with their level of knowledge and understanding, and seems true and credible.

**Types of Audience:**

1. Primary Audience
2. Secondary Audience
3. Initial Audience
4. Gatekeeper Audience
5. Watch dog Audience

- **Primary Audience:** The primary audience is the audience who have to decide whether to accept the sender's message and his recommendations and to act on the basis of that message. For example - in case of advertisement campaign of interior decoration, the primary audience is prospective customers.

- **Secondary Audience:** The secondary audience consists of people who may be asked to comment on the message after it has been approved. For example - in case of advertisement campaign of interior decoration, the existing users are the secondary audience as the potential buyers ask them about their opinion.

- **Initial Audience:** is the audience that receives the message first and routes it to other audiences. Sometimes, the initial audience guides the sender regarding designing of the message. For example,
  1. Censor Board which has to permit to broadcasting of films act as the initial audience.
  2. The editors of the newspapers also act as the initial audience as they edit the message before publishing in the newspaper.

- **Gatekeeper Audience:** has power to stop the message before it reaches the primary audience. For example - the secretary to the minister acts as gatekeeper audience as he scrutinizes the letters before minister's approval.

- **Watch dog Audience:** is the audience that has political, social and economic power to influence the primary audience's decision to act upon the sender's message. Though such type of audience has power to stop the message yet they influence a lot on primary audience's action. For example,
  1. The Industrial reviewers, who read the reports and comment upon them, act as Watch dog audience.
  2. The Auditor, who attests the authenticity and accuracy of financial statements, act as Watch dog audience when he gives his expert opinions.

**Importance of Audience Analysis:**

Audience is center to the communication process. The purpose of communication is to transfer the message with transmission of understanding among the audience. Therefore good communication is always audience-centered. It is the audience that determines how one achieves the objectives of communication.

If the communicator fails to analyse the attitude, interests and knowledge of the audience, he is likely to be failure. Why certain politicians with bad records can grab the votes? it is because their message strict to the waves of that time as well as wavelength of the public and consequently they can manage to manipulate public sentiments to their advantage.

Therefore, audience analyses is essential before designing the message. Communication can take place only when the message is received in the same sense and spirit that sender intends to carry. Therefore, the sender has to devise some common ground between him and the audience. He has to choose the information that audience needs and finds interesting. He should encode the message in words and other symbols that audience will understand easily. Lastly, he should transmit the message along a channel that the audience will attend to.
"Understanding your audience is fundamental to the success of any message. You need to adapt your message to fit the audience's goals, interests and needs." ~ Kitty O. Locker and Stephen Kyo Kaczmark.

**Characteristics of a Good Speaker**

1. **Good Organization**
2. **Preparation**
   a. Speak from clear, comprehensive lecture notes.
   b. Practice your presentation for voice, language, and timing.
   c. Do not read your presentation.
3. **Confidence**
   a. Do not begin with an apology for your knowledge or your English. If you lack confidence in yourself, the audience will perceive it and lose confidence in you, too.
   b. Be thoroughly prepared and familiar with your material; preparation creates confidence.
   c. Pause occasionally. Never be afraid to stop speaking for a moment.
   d. Speak at a normal, slow rate. Do not rush.
4. **Responsiveness**
   a. Start your presentation with a smile. You will put your audience at ease.
   b. Make eye contact with members of the audience. Do not talk to the back wall, the table, or your notes. Find a few friendly, encouraging faces in the different parts of the audience and talk to them.
   c. Check to see whether the audience is following you.
   d. Make sure you talk with, not at, your audience. Talking at an audience comes across as talking down to them.
5. **Clarity**
a. Be sure the organization of your talk is clear to the audience.
b. Make short, simple and specific statements.
c. Strive for a smooth transition from one point to the next.
d. Use visual support to illustrate and clarify difficult points. Visuals should complement the oral presentation. Visuals should not be used as substitutes for commentary, nor should they require overly complex explanations.

6. Enthusiasm
a. When something is important, say it slower and louder.
b. Try to communicate to the audience your own interest in and enthusiasm for your subject; enthusiasm is contagious!
Homophones

This is a list of British-English homophones. See the explanation page for details of the inclusion criteria.

1. accessory, accessory  
2. ad, add  
3. ail, ale  
4. air, heir  
5. aisle, I'll, isle  
6. all, awl  
7. allowed, aloud  
8. alms, arms  
9. altar, alter  
10. arc, ark  
11. aren't, aunt  
12. ate, eight  
13. auger, augur  
14. auk, orc  
15. aural, oral  
16. away, aweigh  
17. awe, oar, or, ore  
18. axel, axle  
19. aye, eye, I  
20. bail, bale  
21. bait, bate  
22. balance, bale  
23. balm, bawled  
24. ball, bawl  
25. band, banned  
26. bard, barred  
27. bare, bear  
28. bark, barque  
29. baron, barren  
30. base, bass  
31. bay, bey  
32. bazaar, bizarre  
33. be, bee  
34. beach, beech  
35. bean, been  
36. beat, beef  
37. beau, bow  
38. beer, bier  
39. bel, bell, belle  
40. berry, bury  

11. draft, draught  
12. dual, duel  
13. earn, urn  
14. eery, eyrie  
15. ewe, yew, you  
16. faint, feint  
17. fah, far  
18. fair, fare  
19. farther, father  
20. fate, fête  
21. faun, fawn  
22. fa, fey  
23. faze, phase  
24. feat, feet  
25. ferrule, ferule  
26. few, phew  
27. fie, phi  
28. file, phial  
29. find, fined  
30. fir, fur  
31. fizz, phiz  
32. flair, flare  
33. flay, floor  
34. flea, flee  
35. flex, flecks  
36. flew, flu, flue  
37. floe, flow  
38. flour, flower  

21. leach, leech  
22. lead, led  
23. leak, leek  
24. lean, lien  
25. lessen, lesson  
26. leuve, levy  
27. liar, lyre  
28. licence, license  
29. licker, liquor  
30. lie, lye  
31. lieu, loo  
32. links, lynx  
33. lo, low  
34. load, lode  
35. loan, lone  
36. locks, lox  
37. loop, loupe  
38. loot, lute  
39. made, maid  
40. mail, male  
41. main, mane  
42. maize, maze  
43. mall, maul  
44. manna, manner  
45. mantel, mantle  
46. mare, mayor  
47. mark, marque  
48. marshal, martial  
49. martel, martin  
50. mask, masque  
51. maw, more  
52. me, mi  
53. mean, mien  
54. meat, meet, mete  
55. medal, meddle  
56. metal, mettle  
57. meter, metre  
58. might, mite  
59. minor, minor, mynah  
60. mind, mined  
61. rouse, rows  
62. rung, wrung  
63. rye, wry  
64. saver, savour  
65. spade, spayed  
66. sale, sail  
67. sane, seine  
68. satire, satyr  
69. sauce, source  
70. saw, soar, sore  
71. scene, seen  
72. scull, skull  
73. sea, see  
74. seam, seem  
75. sear, see, sere  
76. seas, sees, seize  
77. sew, so, sow  
78. shake, sheikh  
79. shear, sheer  
80. shoe, shoo  
81. sic, sick  
82. side, sighed  
83. sign, sine  
84. sink, synch  
85. sly, slay, sleigh  
86. slow, sloe  
87. sole, soul  
88. some, sum  
89. son, sun  
90. sort, sought  
91. spa, spar  
92. staid, stayed  
93. stair, stare  
94. stake, steak  
95. stalk, stork  
96. stationery, stationary  
97. steal, steel  
98. style, stile  
99. storey, story  
100. straight, strait
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<td>41. berth, birth</td>
<td>139. foaled, fold</td>
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<td>42. bright, bite, byte</td>
<td>for, fore, four</td>
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<td>43. billed, build</td>
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<td>48. board, bored</td>
<td>145. franc, frank</td>
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<td>49. boarder, border</td>
<td>146. freeze, frieze</td>
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<td>51. boos, booze</td>
<td>148. furs, furze</td>
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<td>154. genes, jeans</td>
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<td>58. brake, break</td>
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<td>159. gneiss, nice</td>
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<td>63. bur, brr</td>
<td>gorilla, guerilla</td>
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<td>68. call, caul</td>
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<td>75. ceiling, sealing</td>
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<td>273. ode, owed</td>
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<td>274. oh, owe</td>
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<td>275. one, won</td>
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92. complacent, complaisant
93. complement, compliment
94. cue, kyu, queue
95. curb, kerb
96. cops, copse
97. council, counsel
98. cousin, cozen
99. creak, creak
100. crews, cruise
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102. curb, kerb
103. current, current
104. cymbol, symbol
105. dam, damn
106. days, daze
107. dear, deer
108. descent, dissent
109. desert, dessert
110. deviser, divisor
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112. hoarse, horse
113. holey, holy, wholly
114. hour, our
115. idle, idol
116. in, inn
117. indict, indite
118. it's, its
119. jewel, joule
120. key, quay
121. knave, nave
122. knead, need
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124. knight, night
125. knit, nit
126. know, no
127. knows, nose
128. laager, lager
129. lac, lack
130. lade, laid
131. lain, lane
132. lam, lamb
133. laps, lapse
134. larva, lava
135. lase, laze
136. law, lore
137. lay, ley
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310. raw, roar
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313. real, reel
314. reek, wreak
315. rest, wrest
316. retch, wretch
317. review, revue
318. rheum, room
319. right, rite, wright, write
320. ring, wring
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334. we'd, weed
335. weal, we'll, wheel
336. wean, ween
337. weather, whether
338. weaver, weever
339. who's, whose
340. yea, yore, your, you're
341. you'll, yule
342. whig, wig
343. who's, whose
344. wood, would
345. whine, wine
346. whirl, whorl
347. whirled, world
348. which, witch
349. while, wile
350. whoa, whoa