LESSON-6

OBJECTIVES OF oral COMMUNICATIONS

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INFORMATION

Significance of Information

The prediction of future activities related to the organization, the planning of administrative actions, accurate decision-making process and number of other business activities are dependent on the reception of accurate, concise and complete information.

He that judges without informing himself to the utmost that he is capable, cannot acquit himself of judging amiss.

- Locke, *Human Understanding,* Bk. II, Ch. XXI.

The manager of every business organization always need various kinds of information for planning, controlling and organizing his activities. He requires information about the present and future trends in business, political change, government control, social, economies, geographic and climatic conditions, and cultural background. He requires information about the purchase, production and sale of, the. Company. He requires information about the availability *of* raw material machinery, labor, electricity, water, marketing and transport facilities, etc. he has to gather information about the efficiencies and weaknesses of his every staff member. He must know their habits and tendencies. He must be well informed about their efficiencies and weaknesses of his every staff member. He must know their habits and tenderness. He must be well informed about their technical knowledge, Professional skills and educational qualifications. He requires information regarding the legal matters, government rules and regulations of licenses, permits and taxation etc. "Finally he requires the information about the rival companies and competitors in the market. He must know their production capacity, the quality prices of their products, their relative merits arid demerits, their performance in past and present, and their predictable activities in the future. The employees also are to be informed about the policies9 customs and objectives of the organisation.

Types of Information

The internal information

Managers in organisation use information to analyze and solve problems. They depend on information. People used to think of information much as they thought of air; it was everywhere, it was free, and people took it for granted. The environmentalist began making the public aware that air is not free at least not clean air. And managers, likewise, are becoming aware that information, is not free either. Just as people must manage the things that

influence the quality of the' air they breathe, managers must manage the things that influence the quality of their information.

- John A. Pearce-II & Richard B. Robinson (Jr.) in *Management.*

(i) ***The information on the Policies, Objectives, Customs and Programmers of the Organization***

" Every business organization decides its basic policies. These policies are followed in farming and executing the plans of the organization the employees must be well informed about these policies. . They should also be informed admit the objectives of the organization and the expectations of the employers. It is found that the well-informed employees work better than those uninformed employees in the same organization. It is also found that the workers who are informed about the objectives and, expectations of their employers, are motivated to do better work arid to achieve those" objectives. This information also raises their morale and gives them job satisfaction.

(ii) ***Information Oil the Nature and Procedure of Job***

The management must keep files that give clear and complete information about the employee, his designation, his responsibilities, his powers, this 'area' of jurisdiction, his limitations, etc. The same information must be dearly imparted to every employee. He must, know thee nature of the particular job assigned to him and also the procedure in which that works is expected to be done.

(iii}, ***Information on the Designation Status and Decision-making Powers of the Authorities and Officers***

If the employees and the management are not- well informed about the designation; status and decision-making powers of the officers and the authorities, it may 'lead to confusion, clashes, conflicts, misunderstanding and other complications. For smooth and satisfactory functioning of the organization, it is necessary to inform both the superiors and the subordinate about their designations, status and decision making powers. This information should be communicated in Written form so that the employees get clear idea about the powers, authorities and responsibilities.

(Iv) Information on Availability's Raw Materials, Skilled Labours and other Essentialities

The management requires information about the availability of the raw materials, machinery, it spare parts, etc. a productive units requires raw material from which a finished product is made. It may also require the machinery and its spare parts. The management must gather information about the quality, variety, prices, packing, transportation and delivery of these goods. They have to get information about the different brands

available in the market and their comparative suitability to the requirements of the units. The unit cannot work without the workers. Therefore, the management has to gather the information about the availability of the workers with their professional knowledge, skills and experience.

(i) ***Information about the Terms of Credit***

A business organisation requires capital which is the backbone of every business. The management must know the means of raising capital resources. They can acquire the capital from the bank loans, capital issues, mortgages from finance corporations, etc., but they have to get the information about the terms and conditions on which they can secure the capital resources.

(ii) ***Information about the Market Environment***

The management needs information about how the product made in their Company is received by the consumers in the market. They must know how the competing products of other Companies stand in comparison with the product made in their own manufacturing unit. They must know the demands of the consumers and trends in the market. A product, which has tremendous demand in the country, may not sell well in another country because of the difference in their cultural and environmental backgrounds. Therefore, a company must get information about such differences.

(iii) ***Information about the Government Rules and Policies***

The Constitutional laws, rules and regulations regarding licence permits taxation turnover and expansion of the business must be known to the business organizer The political environment, the stability or the changes in government bodies affect the business policies regarding importation, exportation, licences, exchange -control, trade-duties, taxes, etc. Government can even put control over prices of various commodities. In case of certain types of industries, licence is made compulsory. Government also puts limitations over the sizes and expansions of certain industries.

Therefore, it is essential for every businessman to be well informed about the political changes, government policies, constitutional laws, rules and regulations.

(iv) ***Information about the Effective Advertising***

The management requires information about effective and suitable ways of promoting sale through the advertising media. He must know the needs of market and the way in which such needs can be satisfied. He must know the customers'" "'choice which depends upon the psychological variables of the customers' personalities. There price-cognitive people who always think about the comparative prices. There are habit-determined customers who always remain loyal to their favorite brand. Thus, there are people who are motivated to purchase the commodities with different incentives. The psychological variable which determines the customers' choice of commodity

is his own personality. Before preparing the advertisement, the advertiser must ‘be informed about choice and personality of the prospective customer.

(v) *Information about the Sociological Factors*

All the. Human organizations are social organisations and business organisation is not an exception to it. As the products of” the Company are made *for* the society, the manager must get information of the various aspects of the society. The manufacturers of cars, refrigerators, television, radios and even those who manufacture the commodities of daily use, must know the standard of living of the people and their economic capability. He has to know the difference between the marketing demands of the urban population and that of the rural population. The literacy rate of the society also affects the business enterprises in various ways. The management should be informed about these sociological factors, which affect the commercial activities.

Information about Science and Technology

The face of the commercial world puts on new’ appearances with the technical, and scientific innovations. These innovations are applied in the business and industries ill order to increase the productivity and to facilitate smooth functioning of the organisational mechanism.

The latest scientific inventions and, ‘discoveries have changed the structure of most of the industries and have added new dimensions to them. The recent technological innovations in electronics and computers have brought economy in the investment of money, labour and time required for manufacturing a, variety of products.

How to Obtain Information?

1. The Libraries:
   - Research Reports,
   - Annual Reports,
   - Statistical Reports,
   - Pamphlets,
   - Journals,
   - Reference Books.

2. Interviews,
3. Questionnaires,
4. Trade Fairs-and Exhibitions,
5. Office Files,
6. Personal Observations,

7. Mass Media:
   - Newspapers and Periodicals,
   - Radio,

- Television,
- Cinema.

8. Meetings:
   - Committees,
   - Conferences,
   - Seminars,
   - Workshops.

The internal as well as external information can be available from the-number of sources. But before accepting it, the receiver must verify the reliability, accuracy and completeness of it. A businessman can get the information about the particular industry from the libraries. For example, a sugar industrialist can find a number of research reports, statistical reports, pamphlets, journals and reference books devoted to the particular subject of sugarcane industries. It is also possible for .him to gather information by interviewing the experts and experienced people in that field. When it is difficult to approach a large number of people, it is better not to take personal interviews. He can send questionnaires to a number of people by post. He can expect better: replies from maximum people if he prepares the questionnaires carefully. Nowadays, trade fairs and exhibition cafe organized in most of the countries of the world. These trade fairs and exhibitions are arranged on one theme, i.e. electronic products, books, paintings, defense products, etc. It is possible to *get* much information related to the particular theme or subject from such trade fairs fair and exhibition centers, But the chances are rare to get an opportunity to get the an opportunity to visit the trade fair which is organized on the 'expected' themes.

It is possible to get a lot of information regarding the internal functioning of a business unit from the office files, if they are maintained and kept neatly.' The past performance of the organization 'regarding its purchase, production, sales, etc., can be understood from the information given in the files. The office files -may also give the statistical-data of the financial and labour resources of the organization. Though files may give some information about the employees and their performance, it is better to assess their honesty, loyalty, efficiency, reliability and sincerity by personal observation. Actually, it takes more time and patience to draw conclusions about the personality of an employee by personal observation, but the Information gathered through it is more reliable than, the old files.

The mass media "of communication like newspapers, journals, radio, television, cinema, have brought about information explosion. Some programmes on the television and radio may not provide the essential information required by the people in different walks of life. But they may find some other programmes on TV and radio, which may be relevant to their field of specialization. The same can be said about the journals. There are

magazines meant for the topics of general pubic interests and there at some periodicals that are devoted to specialization.

Business managers are spending more of their time is attending the meetings of the committees, conferences, seminars and workshops than at any time in the past. They can get internal a well as external information from these sources; some large business enterprises and multinational corporations convene the conferences and seminars of the experts on a particular theme or subject. Those who participate in such meetings of the committees, conferences, seminars and workshops get an opportunity to know the latest research and developments in their files. When the experts and other people get together to exchange their views. They actually share each other's knowledge and experience.

What is an Order?

An order communicates the directives of the management to the subordinates in the organisation in an authoritative manner. These directives are issued in order to achieve the goals of the organisation. The subordinates are directed to modify start or stop an activity as per the order given by the superior in an oral or written form.

Types of Orders

Written Orders

The written orders are given when the directives are very important and specific. The written orders are issued in the following cases:

1. The receiver of the directive is situated far away.
2. The work is of-repetitive nature.
3. It is necessary to keep the record of the orders issued.
4. The directives are to be given in specific forms.
5. The order is of a highly important and responsible nature.

Oral Orders

The oral orders are given when there is face-to-face communication between the communicator, and the receiver. While giving order orally, the communicator can make use of his facial, expressions, gestures and variations in the pitch "of his voice But the oral orders cannot be always recorded to take follow-up, actions in the future. They are less specific as compared to the written orders. The oral Orders are effective and 'more convenient when the action is required to be taken immediately Secondly, when it is not necessary to keep record of the orders which are concerned with the ordinary works in the unit, the oral orders are suitable, and effective.

How to Issue the Orders?

As the orders are the directives to the subordinates only, they are to be issued only by the superiors to the subordinates and secondly, they are to be issued only for the sake of internal communication in an organization. The superiors

should issue the order, which is absolutely clear and complete in every sense. It should be given in a simple language. If the order is given without considering the competence of the receiver, it is likely to confuse him. If the directives given in the order consist incomplete information, the receiver will be baffled and confused, and he will not be able to follow the exact course of action. The communicator should consider the capability of the receiver to carry out the order. The receiver's knowledge of how to do a particular work and when to do it is also necessary to be considered. The communicator must ensure that the execution of the order is possible and there are no difficulties in it. If he feels that there may arise some difficulty in the way of executing the order issued by him, he should specifically point them out to the receiver and should also guide him as to how those difficulties can be overcome.

The order must be given in such a tone and language that it does not provoke resentment in the mind of the receiver. If the order is given in a friendly way, there is every likelihood that it will be carried out nicely, smoothly and effectively. It is also necessary to specify the objectives and the intentions behind the order. Anyway, the receiver must receiver the order in a right spirit for its satisfactory accomplishment. For that purpose, the order must be issued in courteous, Friendly and firm tone. The commanding, harsh and bitter tone cannot stimulate the willing acceptance of the order. When the order is carried out, the communicator should confirm whether it is carried out correctly and" satisfactorily. He should appreciate the work of the employee who has executed the order satisfactorily. If he finds something wrong with execution, he should assess the work of the employees without using harsh and critical language and tone. He should, remove the difficulties that come in the way of the execution of the orders; or, he may adopt a new course of action and issue fresh orders.

ADVICE

Meaning and Importance

Advice is an important objective of communication. To give advice means to give an opinion about what to do, how to do, when to do and where to do a particular- course of action. As the advice involves personal opinions of the advisor, it is likely to be subjective. It cannot be always factual or objective like the information. Its purpose is to bring about a change in the behaviour and opinion of the receive When the advice does, not depend upon the facts and realities, it may be disastrous to the receiver. If it completely depends upon the beliefs, judgment and opinions of the non-expert and un-experienced person, it may not prove helpful to the receiver's needs.

Counseling

Counseling is a form of advice which is offered by a man of greater skill and knowledge in some subject It is almost professional, and in business organization, it offers solutions to the different domestic and personal and

on-the-job problems of the employees. The employees, who are disturbed and upset by some domestic matter or health problems, cannot work decently in the work-until They certainly require counseling and sympathy of the superiors, experts, doctors, social workers and psychologists, which may bring back their normal mental and physical health.

Advice and Communication Channels

Advice usually follows the channel of downward of horizontal communication. When the advice flows down from the manager to the employees, it is downward advice. When an expert in his field of specialization advices the manager, the flow is horizontal. A supervisor of spinning; department who advices the supervisor of the weaving depart merit he is engaged in horizontal communication.

In business organizations; advice always flows from the supervisor to the subordinates: Usually, the supervisory staff which is experienced and skilled in the working and policy matters of the company are the authorized people in giving advice. But, advice never flows from the juniors to their superiors.

Advice in Managerial Activities

Advice plays, an important role in the managerial activities. The managers have to seek' expert advice frequently in order to optimize human material and financial contributions to achieve the goals of the organization. The business houses with limited experience in business management have to refer to the people outside the organization to get advice for planning, analyzing and controlling the present and future activities of the business house. An ongoing new business venture can be successfully established with the assistance and" advice of the experts. In this age of specialization, the business activities have become so complicated that even the owners and" managers of the well-established firms find them difficult to be managed without expert advice.

Advice and Professionalism

The experts are usually the learned, experienced and research oriented persons in their areas of specialization. Even a most competent businessman 'finds himself incapable of acquiring the specialized knowledge in various branches of trade and -commerce. Therefore, he has *to* find- out the sources of advice available in. the private sector. There are typical sources of expert advice and counseling in the private sector like tax-consulting firms, management-consulting firms, accounting firms, finance consulting firms, etc. The businessmen have also to obtain advice from the independent consultants or experts in the field of marketing, advertising, engineering, etc. The professionally managed organizations always run on the advice of the professional experts: These experts can be the employees of the organization or they can be outsiders

Essentials of effective advice

(i) The recipient should identify the key people having reliability credibility, sound knowledge and experience. These people are able to serve the company not only as the 'advisers' but alos as ht sponsors or facilitators of the new ideas.
(ii) While preparing advice, the adviser should consider the competence or the understanding capacity of the receiver.
(iii) The adviser should explain the ideas clearly completely and correctly
(iv) While explaining the ideas the adviser should have a lot of patience, especially when the receiver does not understand the ideas quickly.
(v) Advice should be given in such a tone that the receiver might feel that the adviser is keenly interested in the upliftment and welfare of the receiver.
(vi) Advice should not create a feeling of inferiority in the receiver. The adviser should not talk with the air of superiority.
(vii) While imparting advice, the adviser must be genuinely motivated *to* help the receiver in achieving his betterment and welfare.
(viii) The adviser should seek feedback *from* the receiver.

SUGGESTIONS

Importance of Constructive Suggestions

The employees in any organization are actually engaged in operative functions. The procedure and operation of any work is better known in those who are always in touch with it. The employees, especially the lower staff, come across many procedural *or* operative difficulties, they may also conceive a new idea which may bring smoothness and effectiveness in their work and thereby the productivity may increase. If such ideas are properly attended and applied by the management, it may bring good fortunes *to* the organization. Therefore, it is not necessary *for* any business management *to* presume that the creative ideas can be conceived only by the higher-ups and the employers. It must be remembered that the employees *too* are capable of contributing new and useful ideas *to* the organization. The idea or suggestions put 'forth by an employee is a kind of proposal which the management may accept *or* reject. It clearly indicates the authority of the receiver; to evaluate, assess appreciate or criticize the ideas. The communicator is not in the position *to* put compulsion on the receiver for accept and implement his ideas.

Suggestions and' Other Forms of Communication

Suggestion is a subtle form of communication because it gives a feeling *of* importance to the receiver. He may attend *to* the suggestions; he may *form* his own opinions about it or may reject it as being impractical, imaginary, utopian.

The advice comes from the expert who is superior in knowledge and "experience to the receiver. The- adviser is supposed to communicate in an authentic manner. But suggestions, on the other hand, is a mild form of communication in which the communicator gives the hints, of some facts and figures to the receiver without an air of authenticity: He is always aware that the receiver is in a position to decide whether or hot to adopt the course of action which would be suggested- by him. When advice, order or recommendations are communicated, the receiver is conscious of his inferiority to some extent but when suggestion is put forward, he does not feel inferior to the communicator. He knows that he can turn down the proposal and even assesses it merits and utility to the organization.

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Suggestion Schemes

The suggestion schemes implemented by a number of business houses have proved that they help to foster better understanding between the workers and the management. When the superiors accept the suggestions of the subordinates, the morale of employees is raised. The communicator feels confident and satisfied when the suggested course of action is adopted by the receiver. In order to encourage the employees to offer useful and positive suggestions, the suggestion boxes can be located at some convenient places in the work-units 'of the organization. If the suggestions dropped by the employees in these suggestion boxes are daily examined and the positive suggestions are rewarded the employees are still more motivated to think constructively for the organization.

Motivation

Meaning and Importance of Motivation

Motivation is an inner force that channelises our activities towards the objectives. It is possible for any manager to motivate the workers in his organization for better work the communicates skillfully with them. It is obvious that higher wages, can motivate the workers for better and effective work, but there are some other factors also, which may motivate the workers and create interest in them for whatever work they do. The communicator, who motivates the receiver, keeps himself in the background. The receiver is not ordered to follow any course of action. The motivated workers work hard on their own without being asked to do so. They work willingly, eagerly and effectively without any supervision of the superiors. They do not require to be supervised because they perform their duties and carry out their work to completion as if it were their own.

Motivating is a complex process. It involves external rewards such as wages and salaries, recognition and promotion. It also includes internal rewards such as satisfaction with a job well done and challenge of a job to be done. A manager must provide the right "mix" of satisfactions, if the individual is to be motivated in the -desired direction.
Herbert G. Hicks & C. Ray Gullett in, *Modem Business Management*

There is no doubt that monetary incentives are the most effective forces of motivation, but 'money' is not the only motive behind the efficient and sincere work. When the supervisor puts trust in the subordinates, the latter only naturally tries to prove worthy of the trust. If the workers get job satisfaction, social recognition, status of prestige and sense of belonging to the organization, he is certainly motivated for better work for the development and the welfare of the Organization. But it cannot be denied that different -people are motivated to different extents by different forces of motivation which depend on their psychological, physical and social needs.

Essentials of Effective Motivation

Clarity of the Purpose, Objectives and Procedures
It is essential to set specific objectives before the workers. They must understand the purpose behind their work as well as the objectives they are to achieve, so that they may work hard to reach them. It is Natural that they get job satisfaction when they complete their work successfully. The workers must be well informed about the plans and policies of the organization and how they are to be brought into actual practice. If the management does not clarify their plans, policies, procedures and the objectives to the employees it will be difficult for them to motivate the workers and to expect quantitative work from them. The employees must be informed about the background, history, efficiency utility, contributions, benefits and targets of the organization, this information can be imparted to them with the help of house journals, seminars, training programmes and face to face talks. The information should be presented in such a way that the employees must feel a sense of pride for being the employees of a good business organization.

Participation
When workers are" invited by the- management to participate in the decision-making process they experience a sense of belonging to the organization and it motivates them to work better. It is found that the successful business organizations which encourage their employees to offer their suggestions for the improvement of the working procedure and overall development of the organization were successful because they could 'thereby motivate the employees. These employees cooperate with the plans of the management when the management earns their confidence by inviting them to participate

in the decision-making process. The employees are motivated when the management appreciates and accepts the suggestion's given by them.

The employer employee relations

There must be mutual understanding between the employer and employees and also between the supervisory staff and the junior staff. They must come together in an informal atmosphere and discuss their views and opinions. There should not be resentment, confrontation and lack of understanding between them. The supervisors must behave in such a way that they should be able to earn ht respect and trust of the subordinates without forcing for it. the sincerity, capability, loyalty, honesty, competence, handwork and simplicity of the supervisors can set an example before the employees. It can easily motivate them to work harder and better.

The Primary and Secondary Needs

It must be remembered that almost all the conscious activities of the workers are caused by either primary or secondary needs which motivate them to take action in order to fulfill them. There are certain human activities, which occur without motivation. The growth of nails and hair does not require any motivation, nor does a mean require motivation to fall asleep, But almost all the organizational activities are egged on" by motivation. The employees are motivated to take actions that satisfy their needs and wants. Generally, the needs are classified in two groups - (a) primary needs, and (b) secondary needs. The primary needs, which arise from basic human requirements include water, food, air, sex, sleep, cloth and shelter. The secondary needs include self-esteem, self-assertion, safety, security belonging, social involvement, status, love, care, affection, self-recognition, self-actualization, etc. The management must identify and activate the motives of the employees towards the performance of their duties.

PERSUATION

Business today consists in persuading crowds.

- Gerard Stanley, Lee, in *Crowds*

Meaning and Importance of Persuasion

Persuasion is,' an important objective, of business communication. A businessman always tries to persuade the receiver to accept his point of view and, opinions. He makes an effort to bring desirable change in the attitudes, beliefs, feelings and thoughts of the receiver. He uses all his tact and skill to persuade the prospective buyer to' buy the goods and services from him, The management and supervisory staff have to persuade the workers for better and hard work. Sometimes, the subordinates have to persuade the superiors to take some course of action in favor of them.' Nobody likes to mend his views and actions, if he is forced to do so by compulsion or repression, It is natural

that force, compulsion and repression bring resentment and anger of the receiver. Therefore, it is better not to impose our views on the others.

The Essentials of Effective Persuasion

Understanding the Needs and interests of the Receiver

Before organizing a message for persuasive communication through oral or written media, the communicator must try to understand the needs, requirements and interests of the receiver. The communicator must confirm that the course of action which he is going to suggest the receiver is in favor of him. The receiver should not feel that the suggested alternative is based on the selfish motives of the communicator .

Using Gentle Touch of Subtle Suggestions

It is not necessary to overwhelm the receiver with your arguments or to impose yourself on him. It is natural that the managers as well as the workers resist the proposed change if it is against their views and beliefs. The communicator should not consider it easy to find a way of putting an end to this resistance. People know that a change is likely to be either a success or a problem of failure. The communicator can minimize the resistance by skillfully showing how it can be a success. It is the gentle touch of ht subtle suggestions rather than the dry and rough arguments that is more likely to persuade the receiver. For this purpose, it is essential to know how to channelise the receiver's thinking so that he accepts the views or the suggested actions easily and naturally.

Preparing the receiver to be Open minded

The closed minded and headstrong persons are very difficult to be persuaded because they are either deeply prejudiced or self opinionated persons. When they are not flexibility enough to adjust their views with the views of the others it becomes even more difficult to persuade them. It is essential to make tactful appeal to them so that they develop adaptability and open mindedness. It means the receiver must be prepared to accept the message. If your ideas run contrary to the views and beliefs o f the receiver, it is better to start with the points which are agreeable to the receiver. When the receiver is prepared to open his mind and accept some of your ideas, you can gradually convince him the other points.

Selecting the Appealing Arguments

It is always better to avoid the topics which are strongly disliked by the receiver and which are likely to bring his resentment. Such topics are risky in the sense that a mere mention of them might suddenly snap the communication link between the communicator and the receiver. You must know what he likes and what he dislikes. It is always better to look at the issue from his angle. Therefore, select the argument

which might strongly appeal him and mould them in such a way that -he readily accepts them.

Presenting the Message

Having prepared both the receiver and the message, the next step is to present the message in a proper way. The persuasion is likely to be effective and successful if the ideas are put forth step-by-step in a forceful but courteous manner. The arguments must be organised carefully so that the easy and pleasant ideas come before the relatively difficult and unpleasant ones.

Motivating the Receiver to Act

The communicator is successful in persuading the receiver when the later is convinced that the proposed suggestions bring him gains and no losses. The rewards, gains, security, and the fulfillment of primary and secondary needs" are the motivating factors for prompting the action. It must be remembered that the receiver of the message can be prompted to act on the basis of the motivating factors in the message.

WARNING

Meaning and Importance of Warning

Warning is a forceful means of communication by which we inform a person of unfavorable and unpleasant consequences in future. In an organization, warning is given by the superiors to the subordinates either in oral or in written form. It is expected by every management that the employees should abide the rules regulations, norms and customs of the organization.

> I know the past and thence I will essay to glean
> A warning for the future, so that man
> May profit by his error and derive
> Experience from his alloy.
>
> - Shelly, Queen Mab, III

But it is likely that some of the employees under certain circumstances are unable to abide the prescribed norms. Sometimes, they are guilty of arrogance, defiance, irregularity, negligence, pilfering, etc. in such cases, it becomes necessary for any management to warn the employees and correct them. It can be issued to an individual employee or to the group of subordinates. It demands an urgent and immediate improvement in the behavior of the employees. The effectiveness of warning as a means of communication depends upon its occasional and discreet usage.

How to Issue the warning

(a) A warning can be given in the form of notices which inform some possible danger or inconveniences in the future.
(b) Often warnings are given in the form of reprimand which invites resentment of the receiver. Though it is a part of disciplinary action taken by the management, it is likely to build tension in the management-employee relationship. Therefore, it must be administered discreetly and only after a careful study of the charges leveled against the employee. The superior must analyze the charges objectively and should not put the color of his prejudices in the warning.
(c) The receiver of the warning must be given an opportunity to explain himself and his inability in abiding the rules and norms. The superior should try to understand the circumstances in which the subordinate could not have followed the rules.
(d) Reprimand should never be administered while the communicator has lost his temper. It must be given clearly and in a matter of fact style. The superior might lose the balance of his mind when some subordinate violates the norms and discipline. The reprimand, in such circumstances, is likely to be administered in harsh and bitter words. The sarcastic style of warning may defeat the very purpose of it.
(e) A warning can also be administered horizontally by an advisor or a friend. They inform the receiver about the possible danger or loss in the future. The purpose behind such warning is to save the receiver from the unpleasant consequences. The aim of it is the betterment of the receiver. Such warnings are to be given in clear words and firm style so that the receiver understands the significance of it.

EDUCATION

Let him who is taught the word share in all good things
with him who teaches.

- The *Holy Bible.* Galatians 6:6.

Meaning and Significance of Education

Education is a process of instructing a learner in knowledge. It bridges a gap between the knowledge and the learner. Educational communication takes places when the members of learning and teaching groups come together in order to teach or learn something about a given subject. In business, the; new recruits as well as the existing managerial and subordinate staff requires development of their knowledge, skills and abilities. The lack of higher or university education is a serious barrier to the success in managerial functions and similarly, the lack of-adequate training and orientation to the junior staff can lead to inefficient operational functioning of the fictionalized departments.

The demand for multi-professional employees is increasing nowadays, and it has resulted in the need for education and training of the employees to acquire high level skills. The nature of jobs changes as the technology changes. The developing

technology has developed the requirements of the more professional scientific and educated white-collar employees in the business organizations. The steady advancement of technology has created the work which is more intellectual and less manual. It emphasizes mind more than hands. Therefore, it is essential to widen the knowledge and to improve the skills of the workers through the education and training. The objective of education is to be achieved at three levels.

(a) Management,
(b) The employees,
(c) The Outside Public.

The management Education

There is a high demand for multi-professional managers who are educated in some technical speciality in addition to management, so that they can manage technical work more easily and efficiently. The intellectual work of the employees requires an altogether different quality of motivation than manual work. The managers must be trained to know this difference. For example, a manual worker can be easily persuaded by the use of authority or by the threat of penalty for the spadework. But the manager must acquire sophisticated skills and means of motivation to motivate an intellectual employee to write a creative composition. As the senior managers are to be educated and trained in the latest technological advances in their particular fields, the juniors and assistants in the organization are also required to be trained because they have to succeed their seniors in future. They can be trained through the formal education in staff training colleges with the help of lectures, seminars, books, etc., and also through informal education in which they are given an opportunity to work actually under the direct supervision and guidance of the senior-members of the management.

The employees

The employees also require the education and training regarding the latest innovations in the field of business, science and technology. Now the laborers do not believe that the machinery threatened their jobs. They are ready to accept the technology has allowed a very few jobs to remain static. It does not abolish jobs for all time, but certainly it creates different kinds of jobs for the employees, which requires different skills. It is not possible for any business firm today to terminate the employees on the pretext of their outdated skills. The only alternative available to the management is to arrange retraining programmes for the employees. The retraining programmes are also known as the re-orientation courses in which the employees are educated through lectures, discussions, demonstrations, case-studies, study-tours, house journals, magazines and books.

The Outside Public

It is through advertising and other means of publicity that the business units try to educate the outside public regarding their new products in the market The business organizations can communicate with the outside public in this respect through the devices of mass media. They can arrange an informative talk on radio. On television, they can arrange the informative talk with the visual demonstrations. They can also select the

media of newspapers and journals for pictorial advertisements or the informative articles on the utility and speciality of different brands, their substitutes, concessions, discounts and comparative prices of their products in the market.

RAISING MORALE

Meaning and Importance of High Morale

When the morale of the employees is raised high, their courage, confidence and efficiency of performance is also raised high. The morale of the employees can be described as their attitude towards their organization and their job.

To keep the morale of the employees at the high level is one of the important objectives of internal communication system. When the morale of the employees is raised high, their courage, confidence and efficiency of performance is also raised high. The unity, sense of togetherness and teamwork of the employees are the factors of high morale which are essential for the success of any business organization. The self-confidence of an employee as well as his trust and confidence in the management of the organization are dependent on the morale of that employee. The healthy relationships among the people in an organization, the smooth functioning of all the departments, effective co-ordination, mutual understanding and discipline are all the outcomes of good morale, if there is a lack of discipline and confidence in the organization, it is usually due to low morale. In such organizations, the good works and achievements of the employees are not appreciated or rewarded by the management. The relationship between the supervisory staff and subordinates and among the subordinates themselves are marred by jealousy and suspicion. Every worker thinks about his personal gains rather than about the gains of his organization. They do their jobs unwillingly, therefore, they cannot derive any satisfaction or pleasure from it. Low morale requires immediate attention, diagnosis cure which depends on the alertness of the top management and their awareness of the need of effective communication network.

How to keep Morale High

(a) Every worker must have a sense of belonging to the organization. He must be initiated by the management to pass his suggestions regarding some of the decisions to be taken by the management. When his suggestions are considered by the management, he feels involved in the decision-making process. He feels proud for working, in that organization because of his sense of belonging to the organization. He devotes himself to the work of the organization as if it is his own work.

(b) The management must pay attention to the performance of every worker irrespective of his designation and status in the organization, so that the worker may feel that his contributions to the organization are important. Therefore, the management should never forget that the performance of every employee deserves attention of the higher-ups.

(c) It is found that the undesirable checks and restraints from the supervisory staff are responsible in lowering the morale of the employees. Therefore, the superiors should put restraint on their abuses of authority to such an extent that it does not

come in the way of the worker's freedom to do his work as per his individual efficiencies and likings.

(d) The management must assign the work which is suitable to the physical capabilities and intellectual competence of the worker. An employee with good intellect and sound academic background should not be assigned with the heavy manual work or the repetitive mechanical work that does not require creative thinking and skill. An employee should not feel his work as too easy or too difficult to accomplish.

(e) The employees must be well-paid for their jobs. The monetary incentives should be available to them. Low morale is usually found in the organizations where the employees get inadequate salary.

(f) The management must take care that the employees do not feel boredom, tedium and monotony of the work. The atmosphere in the premises of the organization must be pleasant, fresh and healthy.

(g) The employees must feel free to discuss with their superiors regarding the issues affecting their work, and also the issues affecting their domestic life. The employer must earn the trust and confidence of the employees. The supervisors must try to earn the faith and respect from the workers. They must display their own efficiency before demanding good work from the workers.

(h) The supervisors must not issue the directives with sarcasm, ridicule and harsh language. On the other hand, they must give a fair hearing to the grievances and the suggestions of the employees before issuing the order.

(i) The management must appreciate and reward the good work and achievements of the employees.

(j) The management should use the official channels to contradict the false rumors, if any.

The morale of the employees can be studied by maintaining a steady flow of communication between the employees and the management. The management must use the devices like meetings, conferences, seminars and talks in order to draw the information through various channels. Sometime~, the replies of the specially prepared questionnaires are also used to collect the information regarding the morale of the employees.

Questions

(1) Discuss the objectives of Business communication.

(2) Why does a business organization require information from external sources? What are the sources of this information?

(3) Briefly discuss the importance of internal information in business organization. What are the sources of internal information?

(4) What precautions should be taken while accepting information from various sources? What precautions should be taken while imparting information?

(5) Briefly discuss the importance of advice in business organization. Explain the difference between advice and counseling. How can an advice be made effective?

(6) What are the ways of classifying orders?

(7) What are the characteristics of an effective order? What are the steps in order-giving operation?

(8) Explain the difference between order and instruction.

(9) What is the importance of suggestions as an objective of business communication? Write a brief note on the suggestion schemes.

(10) Discuss the importance of the art of persuasion in business communication, especially, in presenting proposals and in sales.

(11) What are the important steps in the art of persuasion?

(12) "Because persuasion deals with people's minds and with human interaction, very little about it is absolute". – Discuss.

(13) What is the importance of education for the management, the employees and the outside public?

(14) What precautions should be taken while issuing warnings to the subordinates? Explain the difference between warning and reprimand.

(15) "Interpersonal conflict often arise in business when co-workers do not share similar motives. The single factor that can lead to resolving the conflict is the ability of each person to communicate effectively with the other".- Discuss.

(16) How can we use motivation to activate and direct the behaviour of employees towards organizational goals?

(17) What are the essentials of effective motivation?

(18) Explain the meaning of 'high moral' and 'low morale'. What factors are responsible for lowering the morale of the employees? How can the morale of the employees be raised?

(19) Write short-note on the following:

- (i) Information for planning
- (ii) Warning and Advice
- (iii) Preparing order-receiver
- (iv) Reliability of information
- (v) Suggestion boxes
- (vi) Environmental Information
- (vii) Counseling