

## Question 1

*What are the principles of inter-personal communication?*

### Answer

The following principles are key to interpersonal communication:

**Interpersonal communication is inescapable:** We cannot keep ourselves away from communication. The very attempt not to communicate, communicates something. Not only through words but also through the tone of voice and gestures, postures, facial expressions etc, we constantly communicate to others.

**Interpersonal communication is irreversible:** It is rightly said that a word uttered once can not be taken back.

**Interpersonal communication is complicated:** No form of communication is simple due to the number of variables involved; even simple requests can be extremely complex.

**Interpersonal communication is contextual:** Communication does not take place in isolation. They are context specific:

**Psychological context:** It refers to who the communicators are and what they bring to the interaction? Their needs, desires, values, personality etc all form the psychological context.

**Relational context:** This is concerning the nature of interaction and reactions and the way it all affects the communication process.

**Situational context:** Refers to social concept of communication viz. an interaction that takes place in a classroom will be very different from one that takes place in a board room.

**Environmental context:** It is all about the surroundings in which communication takes place e.g. Furniture location, noise level, temperature, season, time of day etc. are all examples of elements in the environmental context.

**Cultural context:** Includes all the learned behaviours and rules that affect the interaction. If one comes from a culture where it is considered rude to establish long, direct eye contact, one will out of politeness avoid eye contact. If the other person comes from a culture where long direct eye contact signals trustworthiness, then we have a basis for misunderstanding.

**Question 2**

*What are the tips for improving inter-personal skills in a business organization?*

**Answer**

**Tips for improving interpersonal skills:** Lines of communication must be open between people who rely on one another to get work done. Poor interpersonal communication skills, which include active listening, result in low productivity simply because one does not have the tools needed to influence, persuade and negotiate which are necessary for workplace success. To get this success the following tips are suggested:

- (i) **Congruency in communication elements:** If the words used are incongruent with the other interpersonal communication dynamics interpersonal communication is adversely affected. Since communication is shared meaning, words must send the same message as the other interpersonal communication dynamics – body language, facial expression, posture, movement, tone of voice to help emphasize the truth, sincerity and reliability of the communication. A consistent message ensures effective communication.
- (ii) **Listening effectively:** Effective or active listening is very important skill to enhance interpersonal communication. Listening helps to build strong personal relationships. The process of communication completes when the message as intended by the sender is understood by the receiver. Most of the persons assume that listening is natural trait, but practically very few of us listen properly. One needs to give the communicator of the message sufficient attention and make an effort to understand his view point.

**Question 3**

*Explain the functions of interpersonal communication.*

**Answer**

**Functions of Interpersonal Communication:** Interpersonal communication is important because of the following functions it achieves:

**Gaining Information:** One reason, we engage in interpersonal communication, is to gain knowledge about another individual. We attempt to gain information about others so that we can interact with them more effectively.

**Building Understanding:** Interpersonal communication helps us to understand better what someone says in a given context. Words can mean very different things depending on how they are said or in what context. **Content Messages** refer to the surface level meaning of a message. **Relationship Messages** refer to how a message is said. The two are sent simultaneously, but each affects the meaning assigned to the communication and helps us understand each other better.

**Establishing Identity:** We also engage in interpersonal communication to establish an identity based on our relationships and the image we present to others.

**Interpersonal Needs:** We also engage in interpersonal communication to express interpersonal needs. William Schutz has identified three such needs: inclusion, control, and affection.

- Inclusion is the need to establish identity with others.
- Control is the need to exercise leadership and prove one's abilities.
- Affection is the need to develop relationships with people. Groups are an excellent way to make friends and establish relationships.

#### Question 4

*What is meant by "Active listening"? State the importance of 'Active listening' in the business communication skills.*

#### Answer

**Active Listening:** - Most of us assume that listening is a natural trait, but practically very few of us listen properly. What we regularly do is-"we hear but do not listen". Hearing is through ears and listening is by mind. Listening happens when we understand and message as intended by sender. Many managers are so used to helping people solve problems that their first cause of action is transforming solutions and giving advice instead of listening with full attention directed towards understanding what the co-worker or staff member needs. Therefore, every employer and worker needs a listening ear.

If one does not learn how to listen, a great deal of what people are trying to tell you would be missed. In addition, appropriate response would not be possible. Active listening is important for several reasons.

- (i) It aids the organization in carrying out its missions.
- (ii) It helps individuals to advance in their careers.
- (iii) It provides information that helps them to learn about important happenings in the organization, as well as assisting them in doing their own jobs well.
- (iv) It also helps in building strong personal relationships.

#### Question 5

*Explain the significance of 'active listening' in inter-personal communication skills.*

#### Answer

**Significance of active listening:** If one does not learn how to listen, a great deal of what people are trying to tell you would be missed. In addition, appropriate response would not be possible. Active listening is important for several reasons. First, it aids the organization in carrying out its mission. In addition, it helps individuals to advance in their careers. It provides information that helps them to learn about important happenings in the organization,

#### 14.4 Business Laws, Ethics and Communication

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as well as assisting them in doing their own jobs well. It also helps build strong personal relationships.

##### Question 6

*What are the guidelines for "Active Listening"?*

##### Answer

Guidelines for Active Listening

- ◆ Look at the person and suspend other things you are doing in order to understand the other person's concerns, intentions.
- ◆ Be interested in what the other person is saying. If you just can't make yourself interested, you will lose important information, so try taking notes. Doing so will keep your body and mind active.
- ◆ Listen to the tone of voice and inflection; look at gestures and body language – these may carry an unspoken message.
- ◆ Restate what the person said. Restating their meaning is a way for you to make sure you understand the person clearly.
- ◆ Ask questions once in a while to clarify the meaning. Doing so will keep you alert and let the other person know that you have been listening and are interested in getting all the facts and ramifications.
- ◆ Be aware of your own feelings and opinions.

##### Question 7

*What is meant by 'Critical thinking'? How shall you develop critical thinking?*

*Or*

*Discuss the qualities of a critical thinker.*

##### Answer

**Critical Thinking:** Critical thinking is the discipline of rigorously and skillfully using information, experience, observation and reasoning to guide one's decisions, actions and beliefs. Critical thinking refers to the act of question of every step of the thinking process e.g. (i) Have you considered all the facts? Have you tested your assumptions? Is your reasoning sound? Can you be sure your judgment is unbiased? Is your thinking process logical, rational and complete?

**Developing Critical thinking:** To develop as a critical thinker, one must be motivated to develop the following attributes:

1. **Open-minded:** Readiness to accept and explore alternative approaches and ideas.
2. **Well informed:** Knowledge of the facts and what is happening on all fronts.

3. **Experimental:** Thinking through 'what if scenarios to create probable options and then test the theories to determine what will work and what will not be acceptable.
4. **Contextual:** Keeping in mind the appropriate context in the course of analyses. Apply factors of analysis that are relevant or appropriate.
5. **Reserved in making conclusion:** Knowledge of when, a conclusion is a 'fact' and when it is not only true conclusions support decisions.

### Question 8

*Why is the 'critical thinking' important part of success and wisdom? What steps are required to make it effective in a business organisation?*

### Answer

Critical thinking is the discipline of rigorously and skillfully using information, experience, observation and reasoning to guide our decisions, actions and beliefs. By developing the skills of critical thinking and bringing rigour and discipline to the thinking processes, a person stands at a better chance of being "right" and likely to make good judgments, choices and decisions in all areas of the life. This kind of questioning is called Socratic questions based upon logic, originated by Greek Philosopher Socrates, founder of Critical Thinking. Thus, this forms an important part of "success" and "wisdom".

Steps required to make it effective: To do critical thinking effectively, following skills need to be developed:-

1. **Analyze Cause and Effect:** One must be able to separate the motive or reason for an action or even (the cause) from the result or outcome (the effect).
2. **Classify and Sequence:** One must be able to group items or sort them according to similar characteristics.
3. **Compare and Contrast:** One must be able to determine how things are similar and how they are different.
4. **Infer:** One must be skilled in reasoning and extending logic to come up with plausible options or outcomes.
5. **Evaluate:** One must be able to determine sound criteria for making choices and decisions.
6. **Observe:** One must be skilled in attending to the details of what actually happened.
7. **Predict:** One must be able to find and analyze trends, and extend these to make sensible predictions about the future.
8. **Rationalize:** One must be able to apply the laws of reason (induction, deduction, analogy) to judge an argument and determine its merits.
9. **Prioritize:** One must be able to determine the importance of an event or situation and put it in the correct perspective.
10. **Summarize:** One must be able to distill a brief report of what happened or what has been learnt.

## 14.6 Business Laws, Ethics and Communication

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11. Synthesize: One must be able to identify new possible outcome by using pieces of information that is already known.

### Question 9

*What is meant by 'Emotional Intelligence' and 'Emotional Quotient'? State any six social competencies associated with Emotional Intelligence.*

OR

*Discuss personal competencies that are associated with Emotional Intelligence.*

OR

*What is meant by 'Emotional Intelligence'? Explain the 'Self-Awareness and Self-Management Personal Competencies' associated with emotional intelligence.*

### Answer

**Emotional Intelligence:** Emotional intelligence refers to the capacity to recognizing your own feelings and those of others, for motivating yourself, and for managing emotions well in yourself and in your relationships.

**Emotional quotient:** inventory is designed to measure a nature of constructs related to emotional intelligence. EQ is the ability to make and deeper connections at three levels: with ourselves (personal mastery), with another person (one-to-one) and within groups/teams. Our EQ or emotional intelligence is the capacity for effectively recognizing and managing our own emotions and those of others.

Social competencies associated with emotional intelligence are as follows:

#### **Social Awareness:**

1. Empathy: Sensing others emotions, understanding their perspective and taking active interest in their concerns.
2. Organizational awareness: Leading the currents decision, networks and politics at the organizational level.
3. Service: Recognizing and meeting follower, client or customer needs.

#### **Relationship Management:**

4. Inspirational leadership: Guiding and motivating with a compelling vision.
5. Influence: wielding a range of tactics for persuasions
6. Developing others: Bolstering others' abilities through coaching, feedback and guidance.

### Question 10

*What is meant by 'Critical thinking'? Suggest the measures to develop critical thinking.*

## Answer

*Critical Thinking: Critical thinking is the discipline of rigorously and skillfully using information, experience, observation and reasoning to guide one's decisions, actions and beliefs. Critical thinking refers to the act of question of every step of the thinking process e.g. Have you considered all the facts? Have you tested your assumptions? Is your reasoning sound? Can you be sure your judgment is unbiased? Is your thinking process logical, rational and complete?*

*Developing Critical thinking: To develop as a critical thinker, one must be motivated to develop the following attributes:*

1. *Open-minded: Readiness to accept and explore alternative approaches and ideas.*
2. *Well informed: Knowledge of the facts and what is happening on all fronts.*
3. *Experimental: Thinking through 'what if scenarios to create probable options and then test the theories to determine what will work and what will not be acceptable.*
4. *Contextual: Keeping in mind the appropriate context in the course of analyses. Apply factors of analysis is that are relevant or appropriate.*
5. *Reserved in making conclusion: Knowledge of when, a conclusion is a 'fact' and when it is not only true conclusions support decisions.*

## Question 11

*What are the basic principles of inter-personal communication?*

## Answer

*Principle of Interpersonal Communication: The following principles are key to interpersonal communication -*

*Interpersonal communication is inescapable: We cannot keep ourselves away from communication. The very attempt not to communicate, communicates something. Not only through words but also through the tone of voice and gestures, postures, facial expressions etc, we constantly communicate to others.*

*Interpersonal communication is irreversible: It is rightly said that a word uttered once cannot be taken back.*

*Interpersonal communication is complicated: No form of communication is simple due to the number of variables involved; even simple requests can be extremely complex.*

*Interpersonal communication is contextual: Communication does not take place in isolation. They are context specific:*

*Psychological context: It refers to who the communicators are and what they bring to the interaction? Their needs, desires, values, personality etc all form the psychological context.*

*Relational context: This is concerning the nature of interaction and reactions and the way it all affects the communication process.*

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## Exercise

1. *How listening is helpful in interpersonal communication skills?*

[Hint :Effective or active listening is a very important skill to enhance interpersonal communication. Listening helps to build strong personal relationships. The process of communication completes when the message as intended by the sender is understood by the receiver. Most assume that listening is natural trait, but practically very few of us listen properly. One needs to give the communicator of the message sufficient attention and make an effort to understand his viewpoint]

2. *Elaborate guidelines for active listening.*

[Hint: Guidelines for Active Listening

- ◆ Look at the person and suspend other things you are doing. Otherwise, your brain will be distracted from its main goal - understanding the other person's concerns, intentions.
- ◆ Be interested in what the person is saying. If you just can't make yourself interested, you will lose important information, so try taking notes.
- ◆ Listen to the tone of voice and inflections; look at gestures and body language - these may carry an unspoken message.
- ◆ Restate what the person said. Restating their meaning is a way for you to make sure you understand the person clearly.
- ◆ Ask questions once in a while to clarify meaning. Doing so will keep you alert and let the other person know you have been listening and are interested in getting all the facts and ramifications.
- ◆ Be aware of your own feelings and opinions. They may cloud your perception of what is being said. Being aware of your own preconceptions is a type of critical thinking that prevents biasing your judgment about the other person.]