

**NEW
SYLLABUS**

B.B.M : Semester-I

**COMMUNICATION SKILLS
AND
PERSONALITY DEVELOPMENT**

AIR CMDE PC SHARMA



 **NIRALI**
PRAKASHAN
EDUCATION OF KNOWLEDGE

A Book Of

COMMUNICATION SKILLS AND PERSONALITY DEVELOPMENT

For
B.B.M. : Semester – I
As Per Revised Syllabus
Effective from June 2013

AIR CMDE PC Sharma (Retd)

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Preface ...

The ability to communicate is the primary factor that distinguishes human beings from animals and it is the ability to communicate well that distinguishes one individual from another. The fact is that apart from the basic necessities, one needs to be equipped with habits for good communication skills, as this is what will make one a happy and successful social being.

Today, effective communication skills have become a predominant factor even while recruiting employees. While interviewing candidates, most interviewers judge them on the basis of the way they communicate. They believe that skills can be improvised on the job but ability to communicate well is important, as every employee becomes the face of the company that people see.

Personality refers to the pattern of psychological and behavioural characteristics that distinguish each person from everyone else. It gives the individual all that is needed for his unique adjustment in his environment. The process of making adjustment to the environment is continuous.

To make use of the opportunities and meet the challenges of today's fast paced world it becomes imperative for each individual, especially students, to enhance their communication skills and develop their personalities.

Interestingly, there are many books available in the market which are good sources of information on this subject. None of these books, however, deal with all the aspects of communication skills and personality development in one book.

This book has been written keeping the youth of today i.e., specifically students in mind and is the outcome of over forty years of experience as a professional, teacher, spouse and parent and above all as a human being. The present book is a humble attempt to initiate students into the field of communication skills and personality development so that they can go out into the world as confident and mature individuals.

The book is spread over eight chapters as prescribed by the University syllabus and covers topics on basic communication skills, written and oral communication, personality, attitude and motivation, goal-setting, self-esteem and some select aspects of personality development. As far as possible, latest available information has been used in this book.

In the course of writing this book I have utilised many sources, books and of course the Internet. I have tried my best to acknowledge these sources where and when I have used them.

I would like to express my gratitude to Shri. Dinesh Bhai Furia and Shri. Jignesh Furia, my publishers who gave me this opportunity to write on such an interesting topic. I too have learnt from the arduous task of writing on a subject that covers a substantial field.

I would also like to thank Mrs. Nirja Sharma, the chief editor and my daughter whose suggestions, contributions and continuous prodding motivated me to complete this demanding task. I also wish to thank Group Captain S.C. Sharma, Nirja's husband for doing a lot of ground work which made my task that much easier.

Last but not the least I take this opportunity to thank all the staff of Nirali Prakashan, which includes Prasad Chintakindi, Malik Shaikh, Sarika and Neha Deshpande for their help and assistance in the preparation of the book. Without their help and whole-hearted support this book would not have been published.

I would also be grateful for constructive criticism and suggestions from teachers, students and parents for the improvement of this book. This will be duly acknowledged and incorporated in future editions wherever necessary.

Air Commodore P.C. Sharma (Retd.)

July 2013

Syllabus ...

COMMUNICATION SKILLS AND PERSONALITY DEVELOPMENT : Course Code : 102

Semester - I**Number of Lectures****Objectives:**

- (1) To understand the concept, process and importance of communication.
- (2) To gain knowledge of media of communication.
- (3) To develop skills of effective communication both written and oral.
- (4) To help students to acquaint with application of communication skills in the world of business.
- (5) To understand the concept of personality and personality development and its significance.
- (6) To understand and develop various traits required for personality development.

Unit 1 : Introduction to Communication**06**

Meaning and Definition – Process – Functions – Objectives – Importance – Essentials of Good Communication – Communication Barriers – Overcoming Communication Barriers – Cross Cultural Communication.

Unit 2 :**06****(a) Written Communication**

Need and functions of business letters – Planning and layout of business letters – Essentials of effective correspondence – Advantages and limitations of written communication.

(b) Oral Communication

Meaning, nature and scope – Principles of Effective Oral Communication – Techniques of Effective Speech – The Art of Listening – Principles of Good Listening – Advantages and Limitations of Oral Communication.

(Principles and good practices in online communication e.g. Telephonic, Internet – VOIP Voice over Internet Protocol.)

Unit 3 : Personality Development**06**

The concept of personality – Dimensions of personality – Term personality development – Significance.

Unit 4 : Attitude and Motivation **06**

Attitude – Concept – Significance – Factors affecting attitudes – Positive attitude – Advantages – Negative attitude – Disadvantages – Ways to develop positive attitude – Difference between Personalities having Positive and Negative Attitude – Concept of motivation – Significance – Internal and external motives – Importance of self-motivation – Factors leading to demotivation.

Unit 5 : Self-Esteem **06**

Term self-esteem – Symptoms – Advantages – Do's and Don'ts to develop positive self-esteem – Low self-esteem – Symptoms – Personality having low self-esteem – Positive and negative self-esteem.

Unit 6 : Interpersonal Relationships **06**

Interpersonal relationships – Teaming – Developing positive personality – Analysis of strengths and weaknesses.

Unit 7 : Goal-Setting **06**

Concept of goal-setting – Importance of goals – Dream Vs goal – Why goal-setting fails - SMART (Specific, Measurable, Achievable, Realistic, Time-bound) goals – Art of Prioritisation – Do's and Don'ts about goals.

Unit 8 : Essential soft skills **06**

Assertiveness - Lateral thinking - Work ethics – Good manners and etiquettes Concept, significance and skills to achieve should be studied.)

Topics prescribed for workshop/Skill lab:

- (a) Group discussion
- (b) Presentation skills
- (c) Problem-solving
- (d) Decision-making
- (e) Creativity
- (f) Innovation
- (g) Team Work

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Chapter 1 ...

Introduction To Communication

Introduction ...

- 1.1 Meaning and Definition
- 1.2 The Process of Communication
- 1.3 Functions of Communication
- 1.4 Objectives of Communication
- 1.5 Importance of Communication
- 1.6 Essentials of Good Communication
- 1.7 Communication Barriers
- 1.8 Overcoming Communication Barriers
- 1.9 Cross Cultural Communication
 - Points to Remember
 - Questions for Discussion
 - Questions from Previous Pune University Examinations

Learning Objectives:

- To develop an understanding of the concept, process and importance of communication.
 - To gain knowledge of the objectives and essentials of good communication.
 - To become aware of various communication barriers and ways and means of overcoming them.
 - To get acquainted with cross cultural communication.
-

1.1 Meaning and Definition

We humans are highly social and interdependent on one another; hence, we need to exchange views and ideas with our family members, friends, teachers, colleagues etc. Sometimes we express emotions such as anger, love and compassion, joy etc. too. This exchange of views and ideas and expression of emotions is nothing but communication. We are always trying to state something, to convey something to others. I am communicating the meaning of communication to you, the reader, through the medium of these pages.

When you send an SMS to your friend, you are communicating with him or her. When you relate your experiences to your classmates, you are communicating the chain of events that occurred in a part of your life. That we are compulsive communicators is evident from the tremendous success of cell-phone usage and all the content on social media such as facebook, twitter and all the blogs and websites people have created. Various news channels on TV are communicating to you the latest news. Simply stated then, *communication is nothing but the process of transferring information from one person to another.* Communication has been studied for decades and many of the theories used today have existed since Aristotle, yet most people still have difficulty writing effective documents and performing effectively in common on-the-job communication tasks. Why do people have such insurmountable problems applying communication concepts? You will understand when we come to the topic of barriers to communication.

The word 'communicate' is a derivative of the Latin verb '*communicare*' which is '*to impart, to participate, to share or to make common*'. Thus, to communicate means to share and to make common. The **Webster's Dictionary** defines communication as "sending, giving, or exchanging information and ideas. "We send, give and exchange information every day even if we are not conscious of it. Communication does not have to involve language and does not have to be spoken; deaf and dumb people can communicate through sign language; a baby communicates its hunger by crying. We have a strong desire to understand others and to be understood by them and we do this by interpreting messages received from others and by sending out messages to them.

Many experts have researched communication and have defined it in their own way. Some of these are reproduced below:-

- (a) ¹**Allen Louis** Communication is the sum of all things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of listening and understanding.
- (b) ¹**George Terry** Communication is an exchange of facts, ideas, opinions or emotions by two or more persons.
- (c) ¹**John Adair** Communication is essentially the ability of one person to make contact with another and to make himself or herself understood or communication is the process by which meanings are exchanged between people through a common set of symbols.
- (d) ²**Newman and Samner** Communication is an interchange of ideas, thoughts, emotions and information among two or more individuals.

¹Business Communication – Diamond Publications, Pune

²Psychology for Standard XII – Nirali Publishers

- (e) ²**Berelson and Stagner** Communication is a projection of ideas, information, thoughts, emotions and skills with the help of words, pictures, figures and graphs.
- (f) ²**Schater** Communication is a technique to command others.
- (g) ³**Rothwell** Communication is a transactional process of sharing meaning with others.
- (h) ³**Frey, Botan, Friedman, & Kreps** Communication is the management of messages for the purpose of creating meaning.

1.2 The Process of Communication

From the definitions given above it will be clear that communication always requires at least three elements -a sender, the message itself and a receiver. The processes involved are illustrated in the figure below which is based on Shannon's model of communication of as far back as 1948.

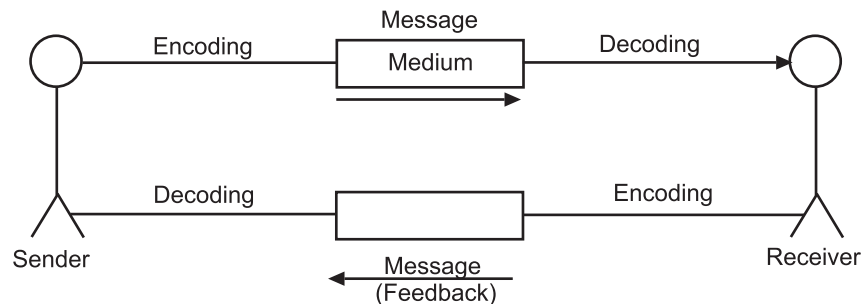


Fig. 1.1: An interactive Model of the Communication Process

Elements of the communication process are explained below:

(a) The Sender: The sender is the one who begins the process of communication whenever he feels the need to express himself to others. The need could be based on his desire to share a story or pass an order or merely to express an opinion etc. Every message has intent and the sender must bear in mind the level of understanding of the recipient of his message. Failure to understand who he is communicating with will result in delivering messages that are misunderstood. There are five factors which influence the sender in any message he or she transmits:-

- (i) The level of his communication skills.
- (ii) His or her attitude towards the receiver.

³Communication capstone – Com 454

- (iii) His or her level of knowledge on the subject.
- (iv) His or her position in the social system.
- (v) Culture.

These five factors also influence the receiver.

(b) Encoding: Encoding is the process of translating the desire to communicate into words or symbols or other means of sending a message which the sender thinks will be best understood by the receiver or receivers. The message could be encoded into words spoken or written, or into a gesture, behaviour or body language that the sender feels will help him or her to best communicate his or her message according to his intent, depending on the situation.

(c) Channel: The channel of communication is the means by which the message will be sent. It could take the form of a letter, a face-to-face communication, a telephone call, Voice over Internet Protocol (VoIP) or use of the mass-media such as Radio, TV, newspapers, posters, hoardings or magazines.

(d) Noise: Any message has to pass through a channel before it reaches the receiver. The channel or medium of communication has the potential to introduce noise or distortion into the message which may not be intended by the sender. E.g., if the medium used is a telephone, there could be noise created by static which may interfere with the ability of the receiver to understand what the sender may be trying to say. A message can also be distorted by mispronunciation of words or peculiarities of regional or cultural accents in spoken communication or misspelt words in the written format. If the sender uses words unknown to the receiver, or expressions or slang typical of an area, the receiver may have difficulty in understanding the message. Therefore, the possibility of the message being not understood in the intended manner needs to be considered by the sender who should do his or her utmost to minimise noise.

(e) Receiving the Message: The receiver or receivers hear and/or see the sent message which may be affected by external barriers, if any, and the receiver's own internal barriers which may include his experience level, his understanding of the terms used, his attitude toward the material, or the way he feels about the sender.

(f) Decoding: Decoding is the process of interpreting the sent message using conventions, cultural or contextual and language skills. The received message may or may not meet the intent of the sender. At this point in the process there is no way for the sender to determine that the message has been understood in the intended manner. To determine this, the sender needs feedback from the receiver.

(g) Feedback: For effective communication, it is essential that the sender of the message receive an input on how his or her message was understood by the receiver through the process of feedback, as illustrated in the figure above. Feedback, which may take several forms, provides essential information about the success or failure in communicating the message effectively. To get feedback, the sender can ask the receiver to respond to oral questions and encourage him or her to ask questions. In face to face communication the receiver's non-verbal behaviour also provides important clues as to his or her understanding of the message. Facial expressions and body movements often indicate when the receiver is unsure about the meaning of the sent message.

1.3 Functions of Communication

Whenever we engage in communication, we seek to gain information. We also give off information through a wide variety of verbal and nonverbal cues. Some of functions of communication are explained below.

- (a) Gaining Information:** One reason we engage in communication is to gain knowledge about another individual. The Social Penetration Theory says that we attempt to gain information about others to enable us to interact with them more effectively. It also helps us to better predict how they will think, feel and act in a given situation if we know who they are. We gain this information passively, by observing them; actively, by having others engage them; or interactively, by engaging them ourselves. Self-disclosure is often used to get information from another person such as the details you are required to provide when enrolling with an educational Institution.
- (b) Building a Context of Understanding:** Another function of communication is to help us better understand what someone says in a given context. The words we use can mean very different things depending on how they are said or in what context they are used.
- (c) Establishing Identity:** Communication is also used to establish an identity. The **roles** we play in our relationships help us establish identity. So too does the **face**, the public self-image we present to others. Both roles and face are constructed based on how we communicate with others.
- (d) Interpersonal Needs:** Yet another function of communication is to express and satisfy interpersonal needs. William Schutz has identified three such needs: Inclusion, Control and Affection:-
 - (i) **Inclusion** is the need to establish identity with others.

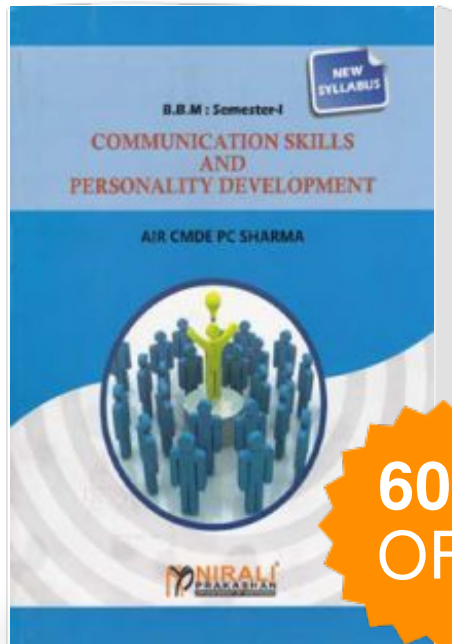
- (ii) **Control** is the need to exercise leadership and prove one's abilities. Groups provide outlets for this need. Some individuals do not want to be a leader. For them, groups provide the necessary control over aspects of their lives.
- (iii) **Affection** is the need to develop relationships with people. Groups are an excellent way to make friends and establish relationships.
- (e) **Appraisal:** Appraisal is the process of assessing a person's job performance. It is achieved by a supervisor making an assessment of how a subordinate does in an organisation. Obviously, a major factor in forming an opinion is based on the process of communication. An employee is given tasks which he is expected to perform to the satisfaction of the employer or more often a supervisor who himself is also an employee. The supervisor's assessment of his subordinate's performance is based not only on the skilful and timely completion of tasks but also to a large extent on how the subordinate communicates his achievements to the supervisor. (It is beyond the scope of this book to go into more details). In the appraisal system, an employee must also be given a feedback on how he has performed to enable him to make midcourse corrections of not only performance but also behaviour. Sometimes, the feedback process can be a painful experience for both parties, especially when the assessment is not on expected lines.
- (f) **Control:** An important function of communication is to control behaviour of the members of an organisation. Every organisation has a hierarchical structure and lays down formal guidelines for member behaviour and conduct. These guidelines and other instructions are aimed at controlling an employee's performance within the organisation.
- (g) **Motivation:** An organisation expects its members to perform in a certain way, when they do well or better than expected, they and other members in the organisation should be informed about the management's satisfaction with their feat. Such a communication performs the function of motivating employees. Motivation in turn results in better performance.

1.4 Objectives of Communication

Some of the objectives of communication are explained below:-

- (a) **Education:** Communication such as the one you are reading in this text book meets the objective of educating its readers on the various aspects of communication. Similarly, lectures, presentations and other training programmes aim to achieve the same goal.

Communication Skills And Personality Development



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