



# Communication

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# Communication and Management

- **Communication**

- The sharing of information between two or more individuals or groups to reach a common understanding.

The process by which a person, group, or organization (the sender) transmits some type of information (the message) to another person, group, or organization (the receiver)



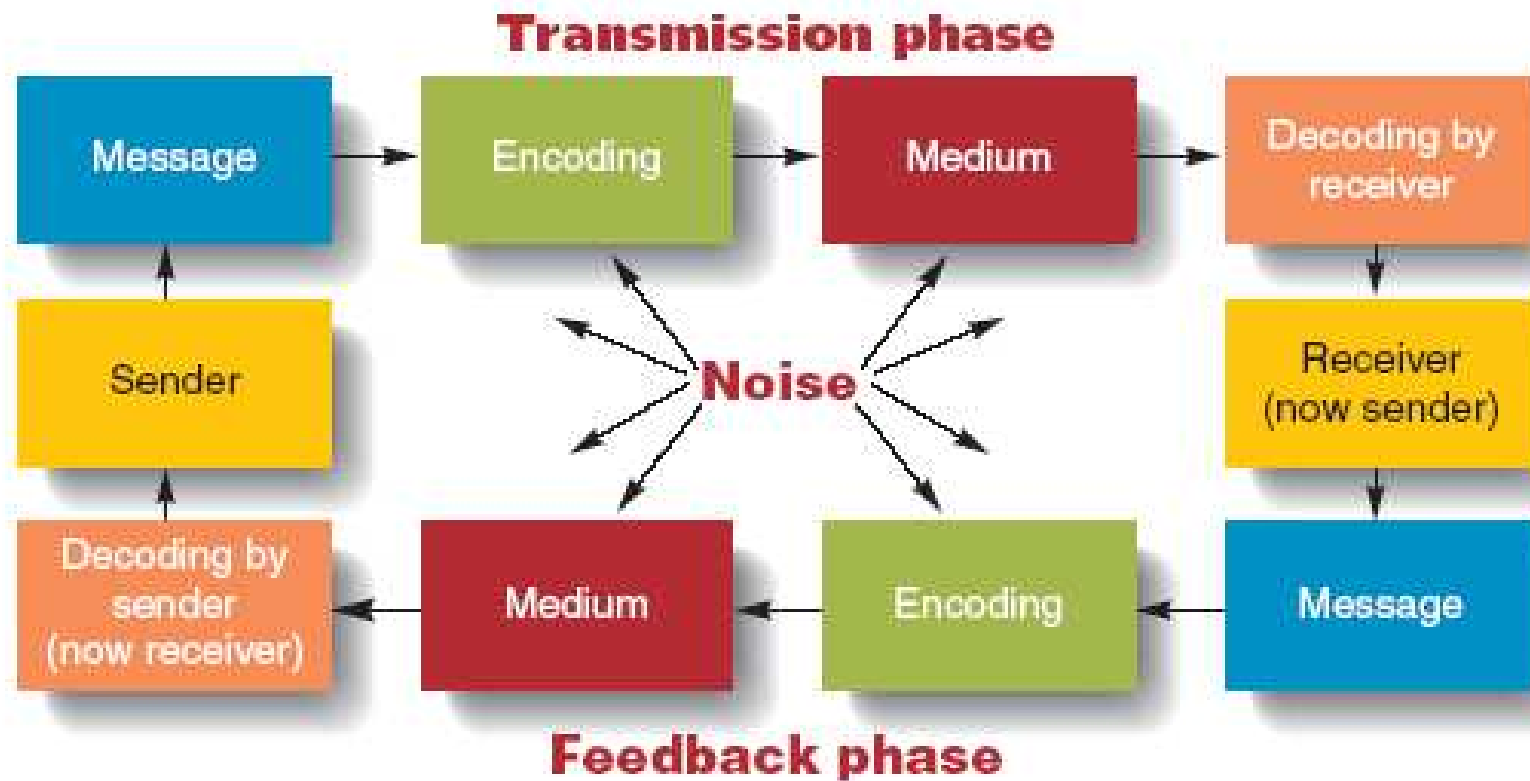
# Communication and Management

- **Importance of Good Communication**
  - Increased efficiency in new technologies and skills
  - Improved quality of products and services
  - Increased responsiveness to customers
  - More innovation through communication

# The Communication Process

- **Phases of the Communication Process:**
  - Transmission phase in which information is shared by two or more people.
  - Feedback phase in which a common understanding is assured.

# The Communication Process



# The Communication Process

- **Sender** – person wishing to share information with some other person
- **Message** – what information to communicate
- **Encoding** – sender translates the message into symbols or language
- **Noise** – refers to anything that hampers any stage of the communication process

# The Communication Process

- **Receiver** – person or group for which the message is intended
- **Medium** – pathway through which an encoded message is transmitted to a receiver
- **Decoding** - critical point where the receiver interprets and tries to make sense of the message

# The Communication Process

- Feedback phase is initiated by the receiver
- Receiver decides what message to send to the original sender
- Feedback eliminates misunderstandings, ensures that messages are correctly interpreted



# One-way and two-way communication

## One-way communication

- Information flows only in one direction –from the sender to the receiver with no feedback
- A much common way of communication because it is faster and easier for the sender and there is no trouble from disagreement.
- There may be mistakes in transmission of information.

# One-way and two-way communication

One-way communication

Two-way communication

- A process in which information flows in two-directions –the receiver provides feedback and the sender receptive to the feedback.
- It is more accurate and fewer mistakes in transmission.
- But it is time-consuming and more difficult for the sender.

# Channels of communication

- Vertical communication channels
- Lateral communication:

# Channels of communication

## Vertical communication

- Information passes downwards or upwards in the organization.
- Downward communication means that the manager tells employees about a decision that has been already made. It allows decisions to be carried out quickly.
- Upward communication refers to employees' giving feedback to the manager about the decision. It helps managers to understand employees' ideas on the decision.

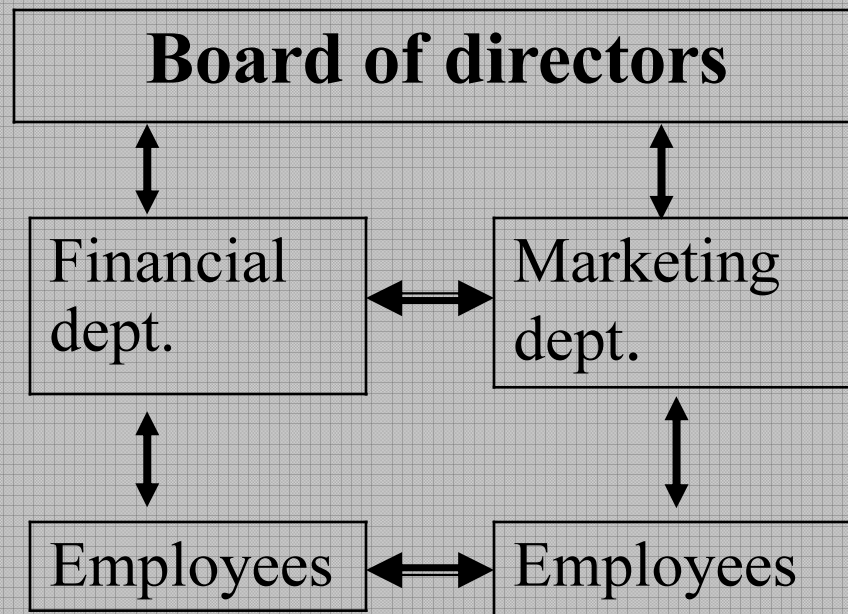
# Channels of communication

**Vertical communication**

**Lateral communication**

- People in the same level within an organization pass information to each other.
- It can strengthen the understanding and coordination between people in different departments.

# Channels of communication



# Verbal & Nonverbal Communication

- **Verbal Communication**
  - The encoding of messages into words, either written or spoken
- **Nonverbal**
  - The encoding of messages by means of facial expressions, body language, and styles of dress.

# Information Richness

- The amount of information that a communication medium can carry
- The extent to which the medium enables the sender and receiver to reach a common understanding



# Information Richness of Communication Media

**High  
information  
richness**



**Low  
information  
richness**

Face-to-face  
communication

Spoken communication  
electronically  
transmitted

Personally addressed  
written communication

Impersonal  
written  
communication

# Communication Media

- **Face-to-Face**
  - Has highest information richness.
  - Can take advantage of verbal and nonverbal signals.



# Communication Media

- **Face-to-Face**
  - Provides for instant feedback.
  - Management by wandering around takes advantage of this with informal talks to workers.
  - Video conferences provide much of this richness and reduce travel costs and meeting times.

# Communication Media

- **Spoken Communication Electronically Transmitted**
  - Has the second highest information richness.
  - Telephone conversations are information rich with tone of voice, sender's emphasis, and quick feedback, but provide no visual nonverbal cues.

# Communication Media

- **Personally Addressed Written Communication**
  - Has a lower richness than the verbal forms of communication, but still is directed at a given person.
  - Personal addressing helps ensure receiver actually reads the message—personal letters and e-mail are common forms.

# Communication Media

- **Personally Addressed Written Communication**
  - Does not provide instant feedback to the sender although sender may get feedback later.
  - Excellent media for complex messages requesting follow-up actions by receiver.

# E-Mail Dos and Don'ts

- E-mail allows telecommuting employees to work from home and keep in contact.
- The use of e-mail is growing rapidly and e-mail etiquette is expected:
  - Typing messages in all CAPITALS is seen as “screaming” at the receiver.
  - Punctuate your messages for easy reading and don't ramble on.
  - Pay attention to spelling and treat the message like a written letter.

# Communication Media

- **Impersonal Written Communication**
  - Has the lowest information richness.
  - Good for messages to many receivers where little or feedback is expected (e.g., newsletters, reports)





# Communication Media

- Many managers do not have time to read all the electronic work-related information available to them
- Problem with information overload is the potential for important information to be ignored or overlooked
- Can result in lost productivity

# Communication Networks

- **Communication Networks**
  - The pathways along which information flows in groups and teams and throughout the organization.

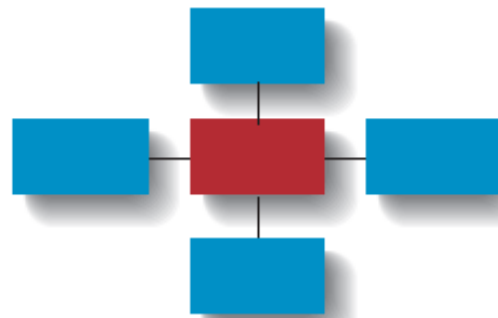
# Communication Networks

- **Type of communication network depends on:**
  - The nature of the group's tasks
  - The extent to which group members need to communicate with each other to achieve group goals.

# Communication Networks in Groups and Teams

Type of Network	
Wheel Network	Information flows to and from one central member.
Chain Network	Members communicate only with the people next to them in the sequence.
Wheel and chain networks provide little interaction.	
Circle Network	Members communicate with others close to them in terms of expertise, experience, and location.
All-Channel Network	Networks found in teams with high levels of communications between each member and all others.

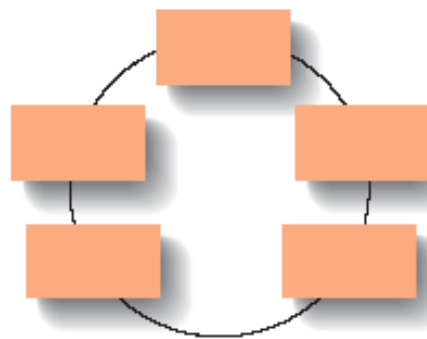
# Communication Networks in Groups and Teams



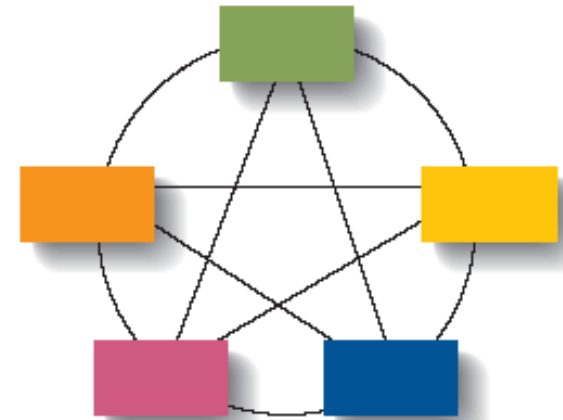
**Wheel network**



**Chain network**



**Circle network**



**All-channel network**

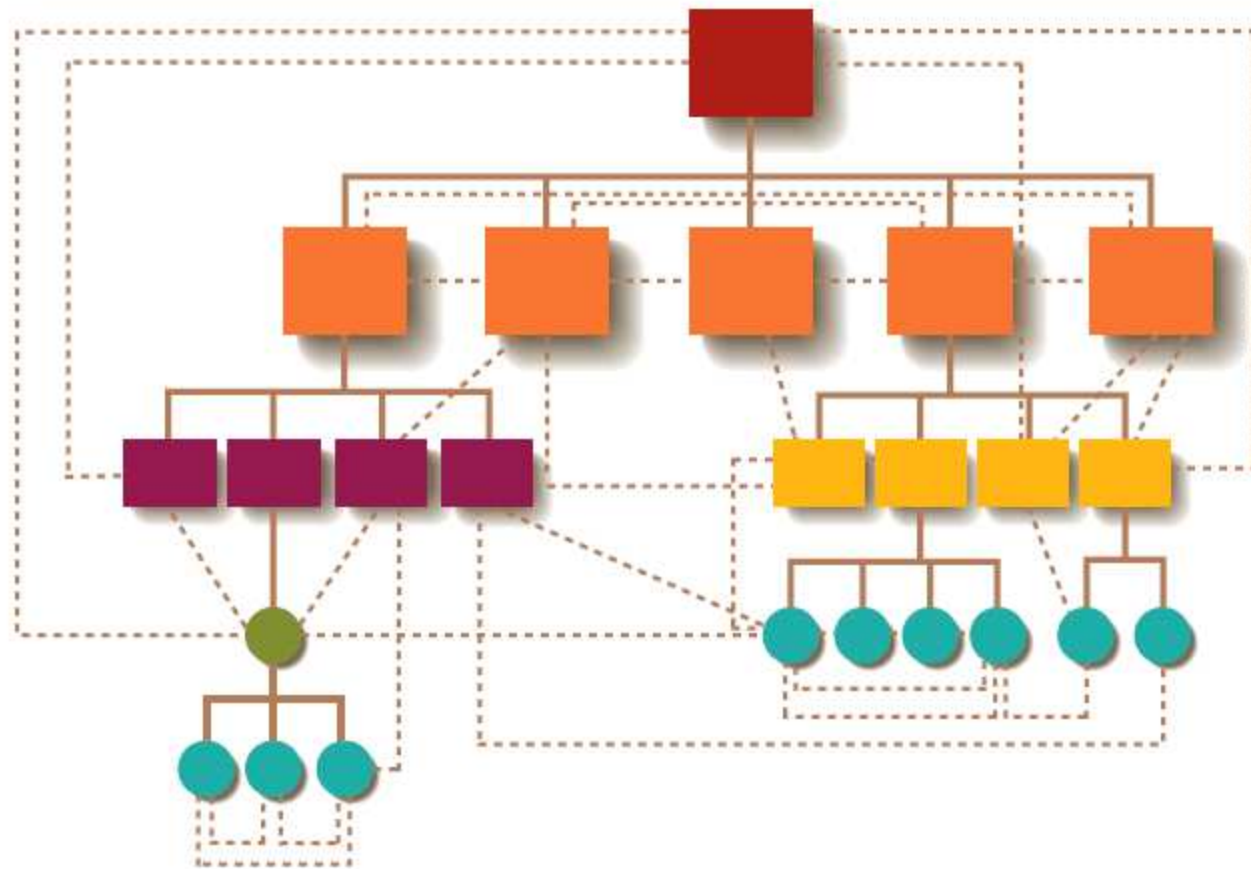
# Organization Communication Networks

- **Organization Chart**
  - Summarizes the formal reporting channels in an organization.
  - Communication in an organization flows through formal and informal pathways
  - Vertical communications flow up and down the corporate hierarchy.

# Organization Communication Networks

- **Organization Chart**
  - Horizontal communications flow between employees of the same level.
  - Informal communications can span levels and departments—the grapevine is an informal network carrying unofficial information throughout the firm.

# Formal and Informal Communication Networks in an Organization



- Formal pathways of communication summarized in an organization chart
- - - Informal pathways along which a great deal of communication takes place



# Types of Communication

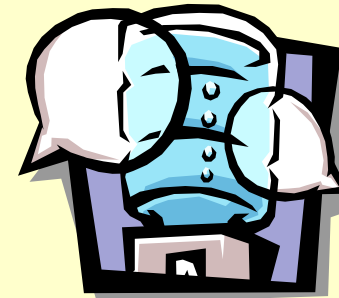
## Formal

The sharing of messages regarding the official work of the organization



## Informal

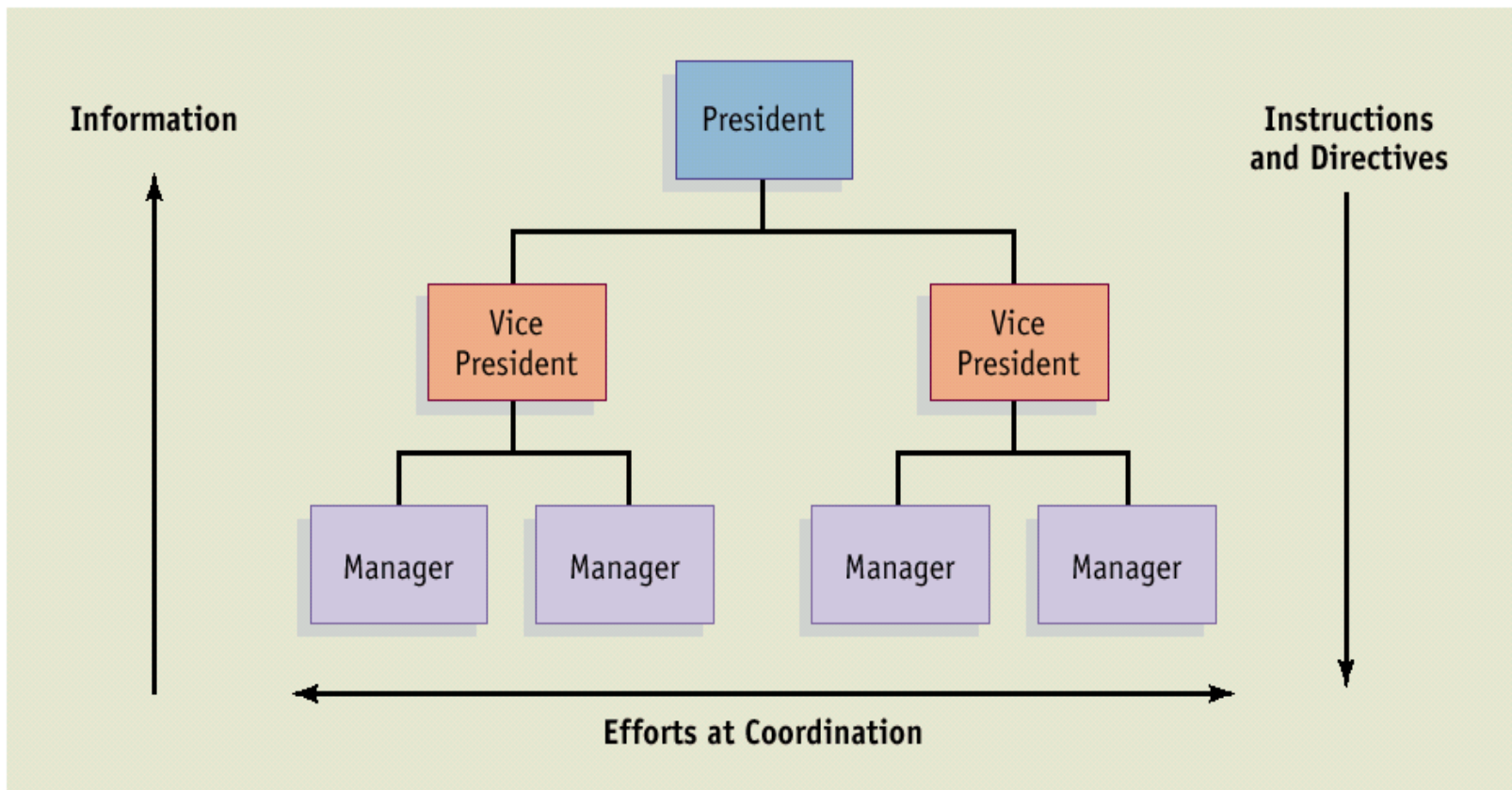
The sharing of unofficial messages, ones that go beyond the organization's formal activities



# Formal Communication

- ❖ *Organizational Structure*: The formally prescribed pattern of interrelationships existing between the various units of an organization.
- ❖ *Organizational Chart*: A diagram showing the formal structure of an organization, indicating who is to communicate with whom.
- ❖ *Types of Communication*:
  - Downward
  - Upward
  - Horizontal
- ❖ *Mum Effect*: The reluctance to transmit bad news, shown either by not transmitting the message at all or by delegating the task to someone else.

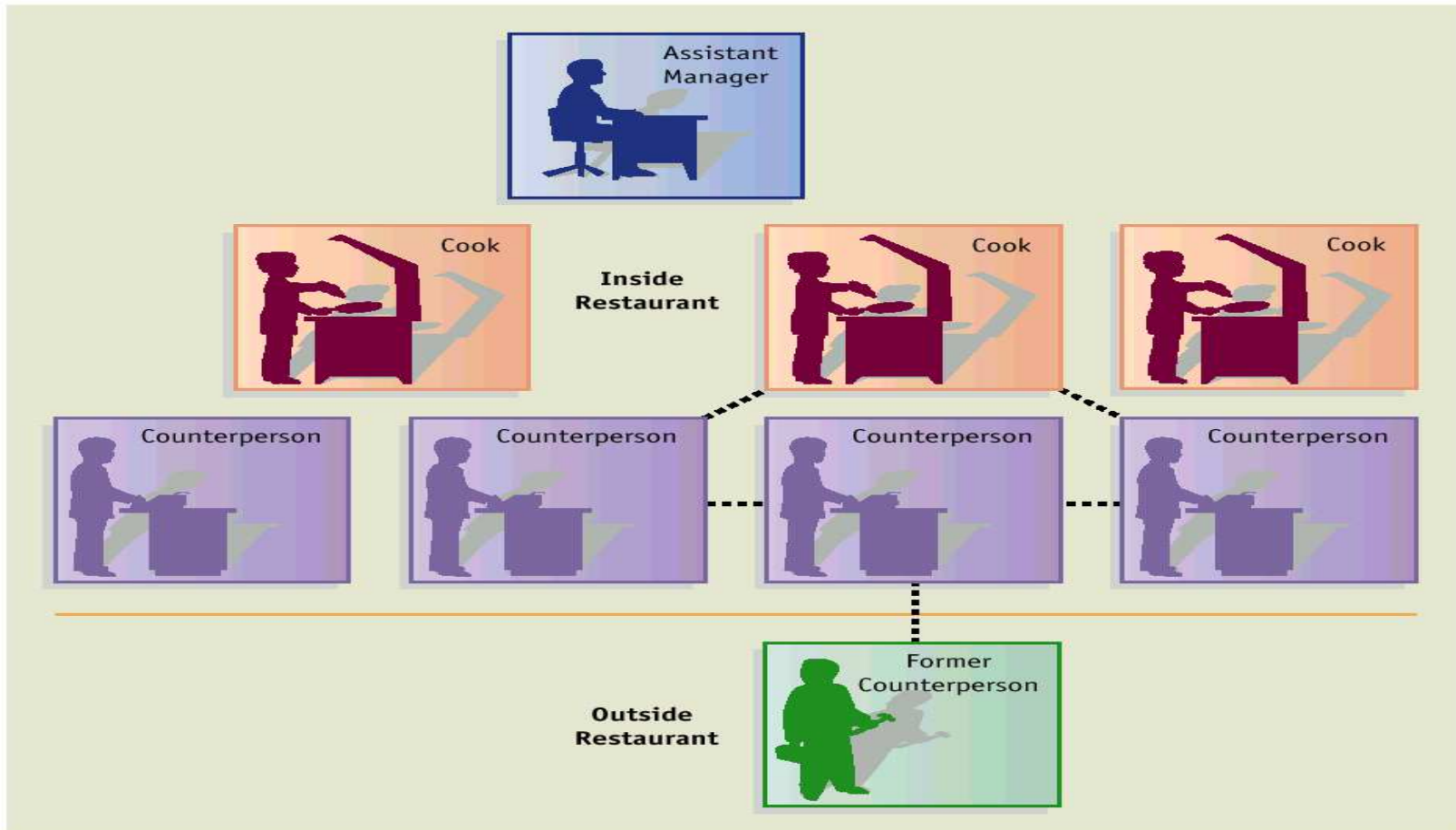
# Formal Communication



# Informal Communication

- *Old-Boys Network*: A gender-segregated informal communication network composed of men with similar backgrounds.
- *Snowball Effect*: The tendency for people to share informal information with others with whom they come into contact.
- *Grapevine*: An organization's informal channels of communication, based mainly on friendship or acquaintance.
- *Rumors*: Information with little basis in fact, often transmitted through informal channels.

# Informal Communication Networks



# Technological Advances in Communication

- **Internet**
  - Global system of computer networks that is easy to join and is used by employees to communicate inside and outside their companies
- **World Wide Web (WWW)**
  - “Business district” with multimedia capabilities

# Technological Advances in Communication

- **Intranets**

- A company-wide system of computer networks for information sharing by employees inside the firm.

- **Advantages of intranets**

- Lies in their versatility as a communication medium
- Can be used for a number of different purposes by people who may have little expertise in computer software and programming

# Technological Advances in Communication

- **Groupware**

- Computer software that enables members of groups and teams to share information with each other and improve communication.





# Barriers in Communication

- Semantic Barriers
  - Symbols with different meanings – words or symbols meaning different
  - Badly expressed message-poorly chosen words, careless omissions, awkward sentence structure
  - Faulty Translations -
  - Unclarified Assumptions
  - Specialist's Language – It is found that technical personnel and special groups tend to develop a special technical language of their own

# Emotional/Psychological Barriers

- Premature Evaluation
- Inattention
- Loss by Transmission or Poor retention
- Undue Reliance on the written word
- Distrust of communicator
- Failure to communicate- assuming that everybody knows

# Organizational barriers

- Organizational Policy
- Organizational rules and regulations
- Status Relationships
- Complexity in organizational structure
- Organizational facilities

# Personal Barriers

- Barriers in Superiors
  - Attitude
  - Fear of challenge to authority
  - Insistence of proper channel
  - Lack of confidence in subordinates
  - Ignoring communication
  - Lack of time
  - Lack of awareness

# Personal Barriers

- Barriers in Subordinates
  - Unwillingness to communicate
  - Lack of Proper Incentive

# Barriers to Effective Communication

- Messages that are unclear, incomplete, difficult to understand
- Messages sent over the an inappropriate medium
- Messages with no provision for feedback
- Messages that are received but ignored
- Messages that are misunderstood
- Messages delivered through automated systems that lack the human element

# Communication Skills for Managers as Senders

- Send clear and complete messages.
- Encode messages in symbols the receiver understands.
- Select a medium appropriate for the message and, importantly, one that is monitored by the receiver.
- Avoid filtering (holding back information) and distortion as the message passes through other workers.
- Include a feedback mechanism in the message.
- Provide accurate information to avoid rumors.

# Communication Skills for Managers as Senders

- **Jargon**
  - specialized language that members of an occupation, group, or organization develop to facilitate communication among themselves
  - should never be used when communicating with people outside the occupation, group, or organization



# Communication Skills For Managers as Receivers

- Pay attention to what is sent as a message.
- Be a good listener: don't interrupt.
- Ask questions to clarify your understanding.
- Be empathetic: try to understand what the sender feels.
- Understand linguistic styles: different people speak differently.
- Speed, tone, pausing all impact communication.