

Suggestions for improvement:

- Adopt a full referencing style
 - <https://www.citethisforme.com/>
 - Use manual cite function
- Paragraph length
 - 6-8 sentences
- Editing and proofreading
 - Punctuation, grammar, spelling
- READ the question and requirements carefully
 - Avoid side-tracking
 - Get to demonstrate that you are answering the question
 - Many students still spending huge portion of their blog post talking about what is Johari Window and who the founder is.
 - A few students only did one Johari window with no comparison
- Finally, please check that all weekly comments are up and approved
 - Request classmates to approve your comments so that marks can be awarded to you

More video examples:

- <https://www.youtube.com/watch?v=-ml7jCDerS4>
- <https://www.youtube.com/watch?v=hKCGmrwyHf0>
- <https://drive.google.com/drive/folders/16SojAbMsP-Vt29CTE6LzkwAuU2hDjMDM>
- <https://drive.google.com/drive/folders/16SojAbMsP-Vt29CTE6LzkwAuU2hDjMDM>
- <https://drive.google.com/drive/folders/16SojAbMsP-Vt29CTE6LzkwAuU2hDjMDM>

MGNT102

Business Communication

Topic 8

Communicating in organisations

Topics covered

- Discuss the role and purpose of organisational communication
- Describe formal and informal communication channels
- Differentiate between formal and informal organisational structure and explain the impact of different structures on organisational and interpersonal activities
- Describe the patterns of interaction in small group networks
- Discuss strategies that can improve organisational communication

Organisations: What are they?

- An organisation consists of a group of people who work together to achieve a common purpose.

Alignment strategy:

- To communicate consistently across the organisation

Communication in organisations

Factors that affect communication flow:

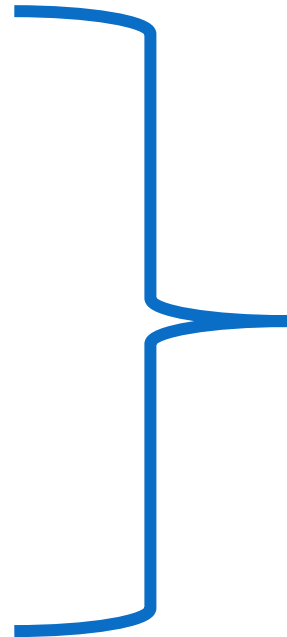
- Organisational
- Cultural
- Individual



Communication in organisations

Analyse an organisation's structure and communication flows by examining the following:

- Complexity
- Formalisation
- Centralisation
- Hierarchy



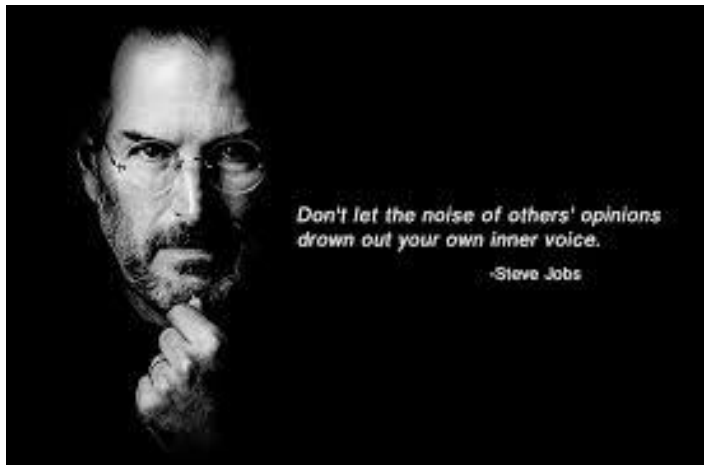
(in)forms culture



Organisational culture

Reinforced through:

- Stories
- Rituals
- Language



Shared in:

- Meetings
- Written communication
- Intranets, blogs, podcasts
- Social media



The purpose of communication in the workplace

- Control
 - Monitor/assess performance, work procedures, manuals, objectives
- Motivate
 - acknowledgement, appreciation
- Balance needs and goals
 - Organisational goals vs. individual goals



Balancing needs and goals

Table 7.2: Organisational and individual goals

<i>Organisational goals</i>	<i>Individual or group goals</i>
Profit	Good pay
Return on investment	Job security
Employee efficiency	Fringe benefits
Control of work	Self-direction
Production of quality goods and services	Scope for initiative and achievement
Competitiveness	Challenge
Low absenteeism and low employee turnover	Satisfaction
Ability to access capable, skilled people	Acknowledgement of work

The possible differences between the needs of the organisation and the individual



Organisational structures

Organisational structures

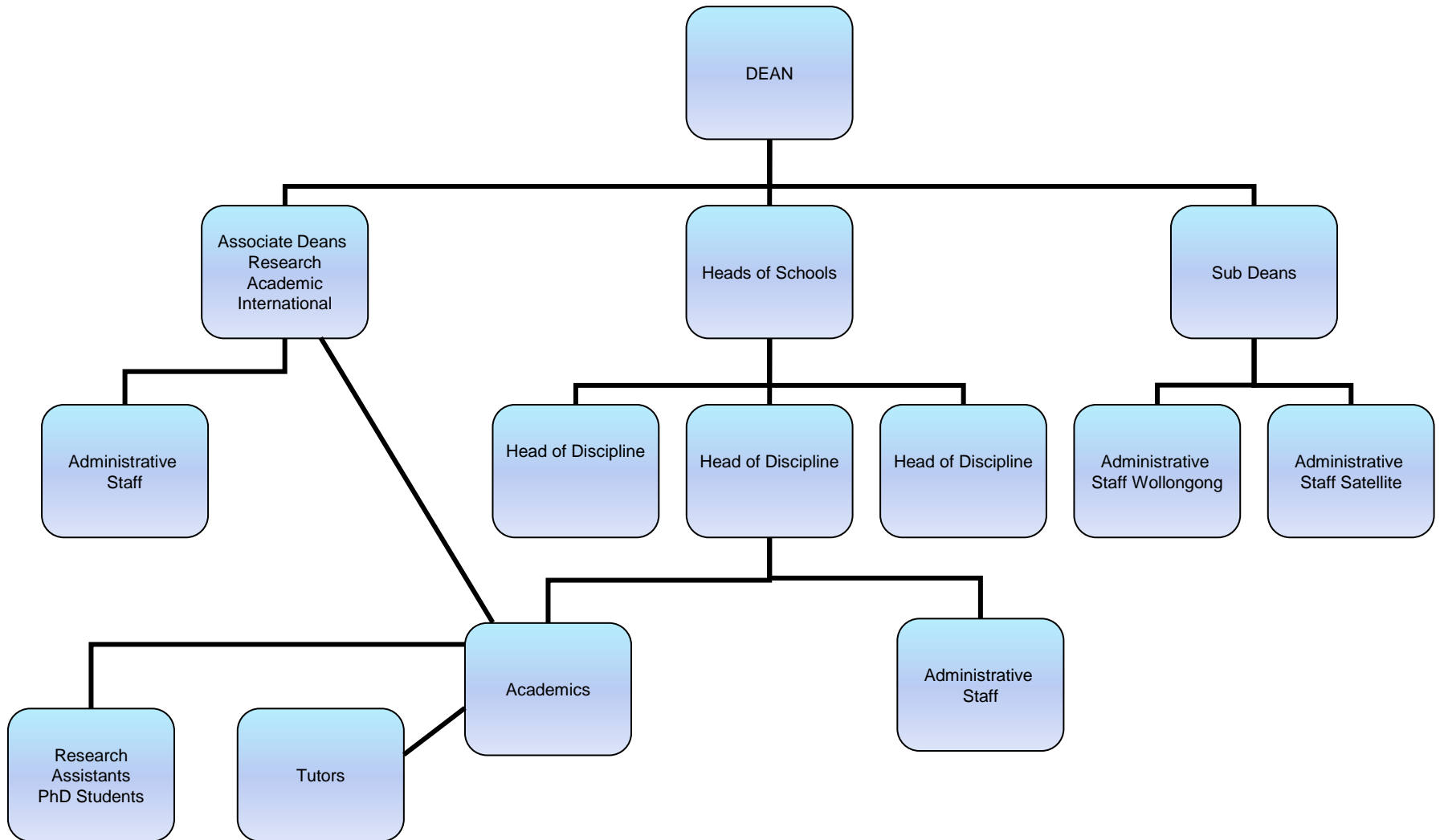
- Organisational structure refers to how authority and responsibility for decision making are distributed within an organisation
- It involves:
 - reporting relationships
 - range of duties
 - ways decisions are made
 - communication flows within the organisation



Formal Structure

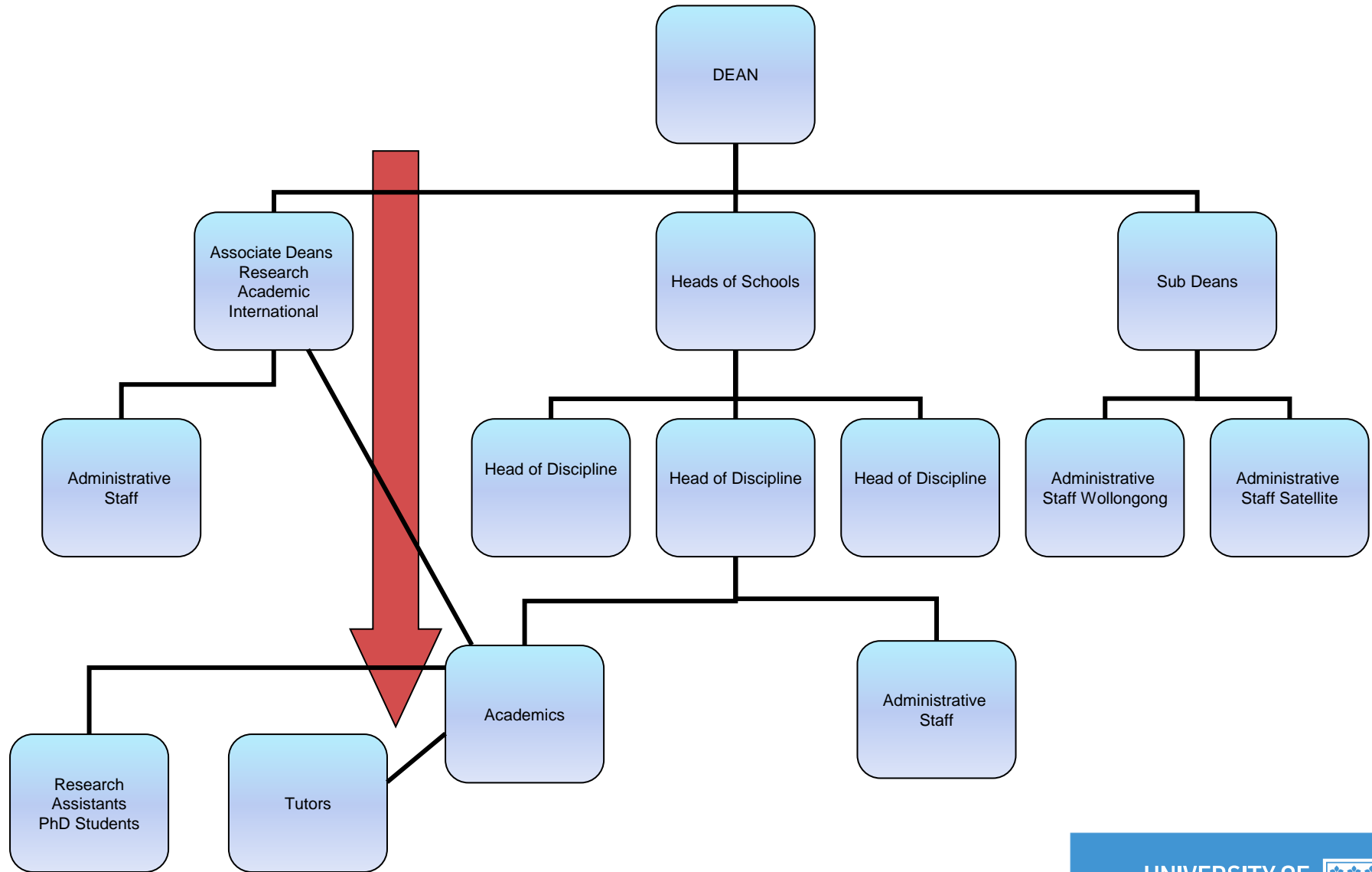
- Complexity, formalisation and centralisation
- The greater the number of job functions and titles in an organisation
- The greater the complexity
- The more sections, departments or divisions in the organisation, the more complex it become.
- More differentiation between member's jobs and more levels between the least powerful members of staff and senior management.

Formal communication network



Types

Downward communication

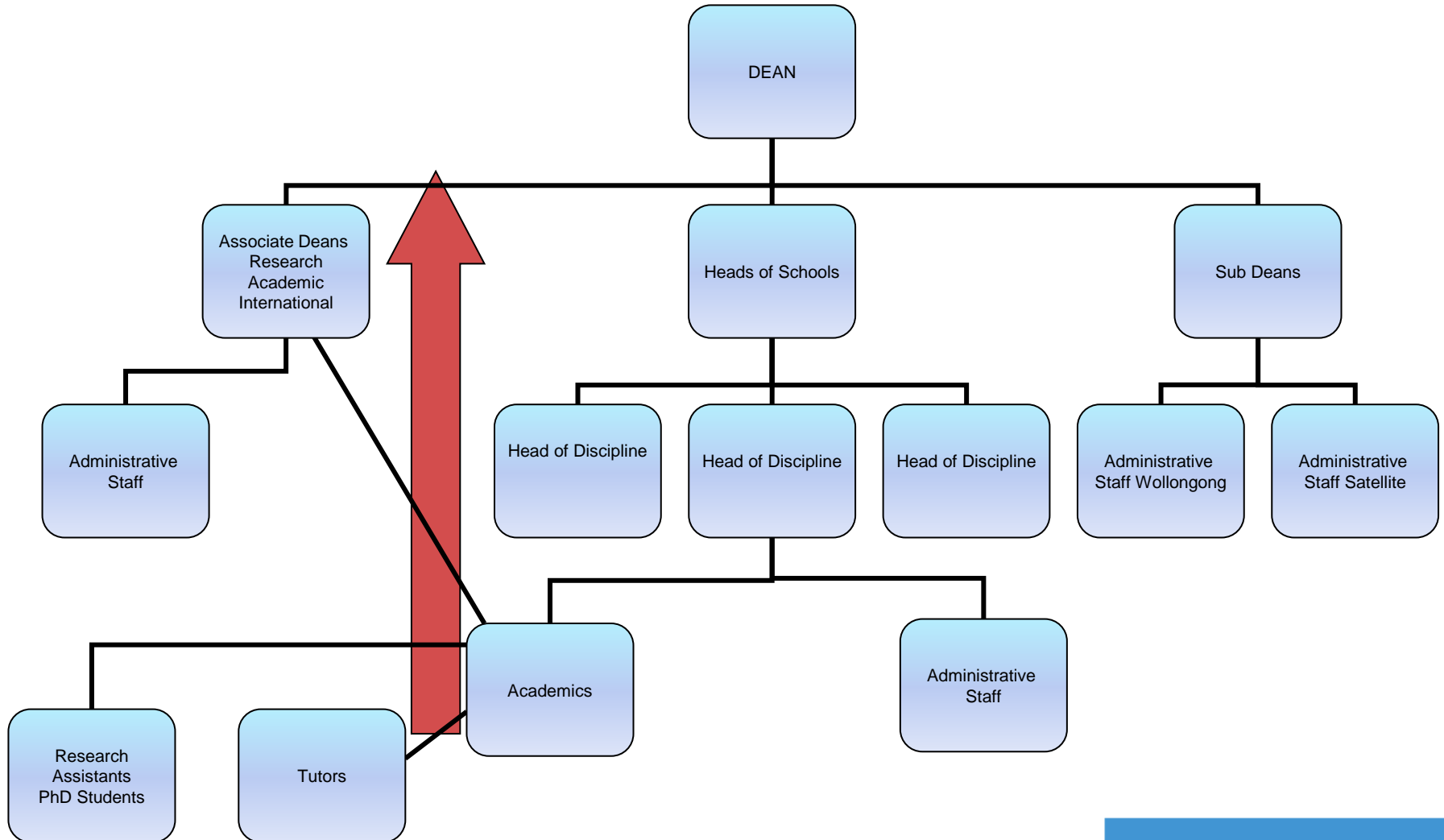


Types of downward communication

- Job Instructions
- Job Rationale
- Procedures, Practices, Policies, Guidelines
- Feedback
- Indoctrination
 - teaching or inculcating a doctrine, principle, or ideology



Upward communication

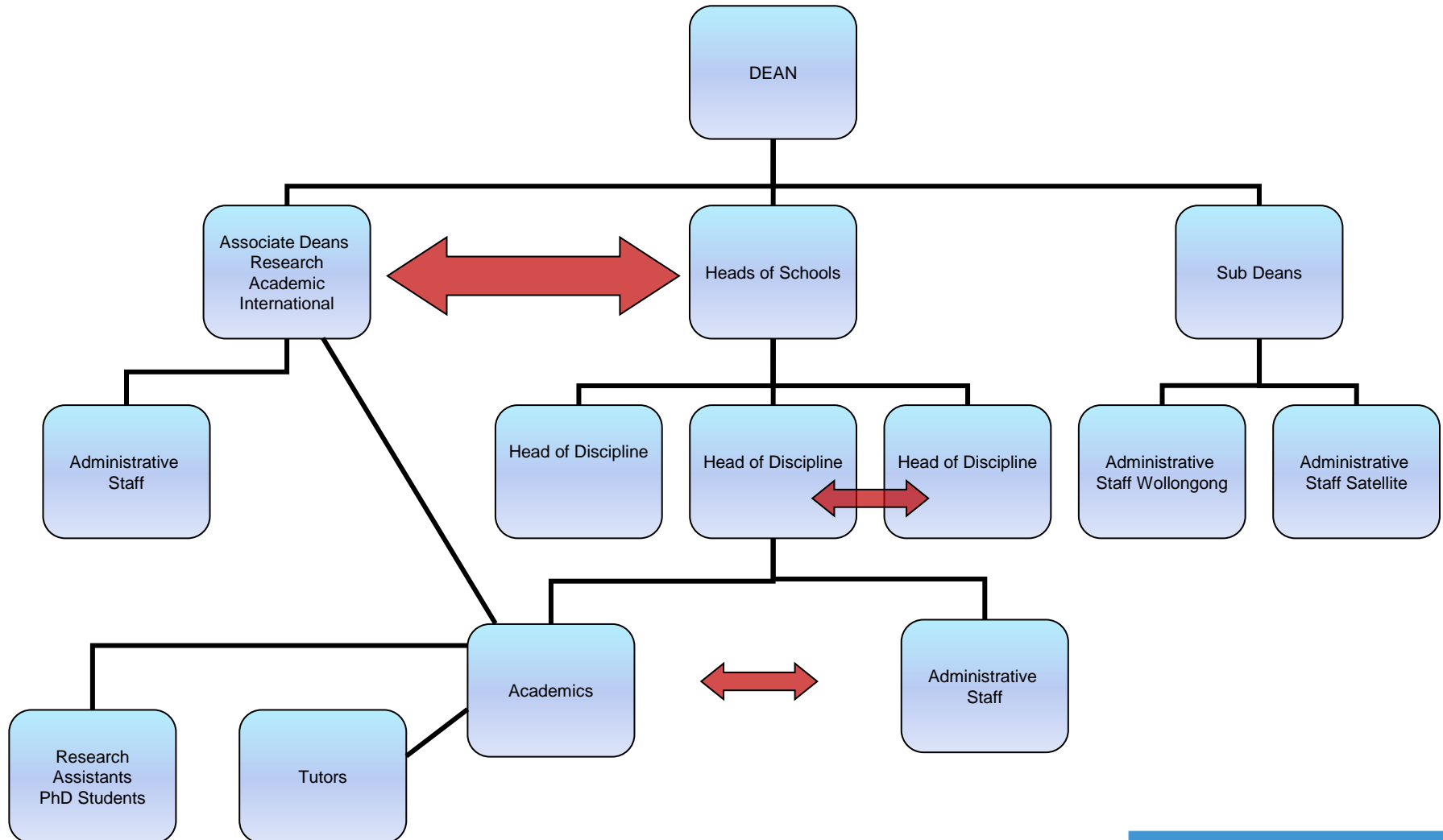


Messages of upward communication

- Production reports
- Financial information
- Complaints
- Work problems
- Innovations, suggestions



Horizontal or lateral communication

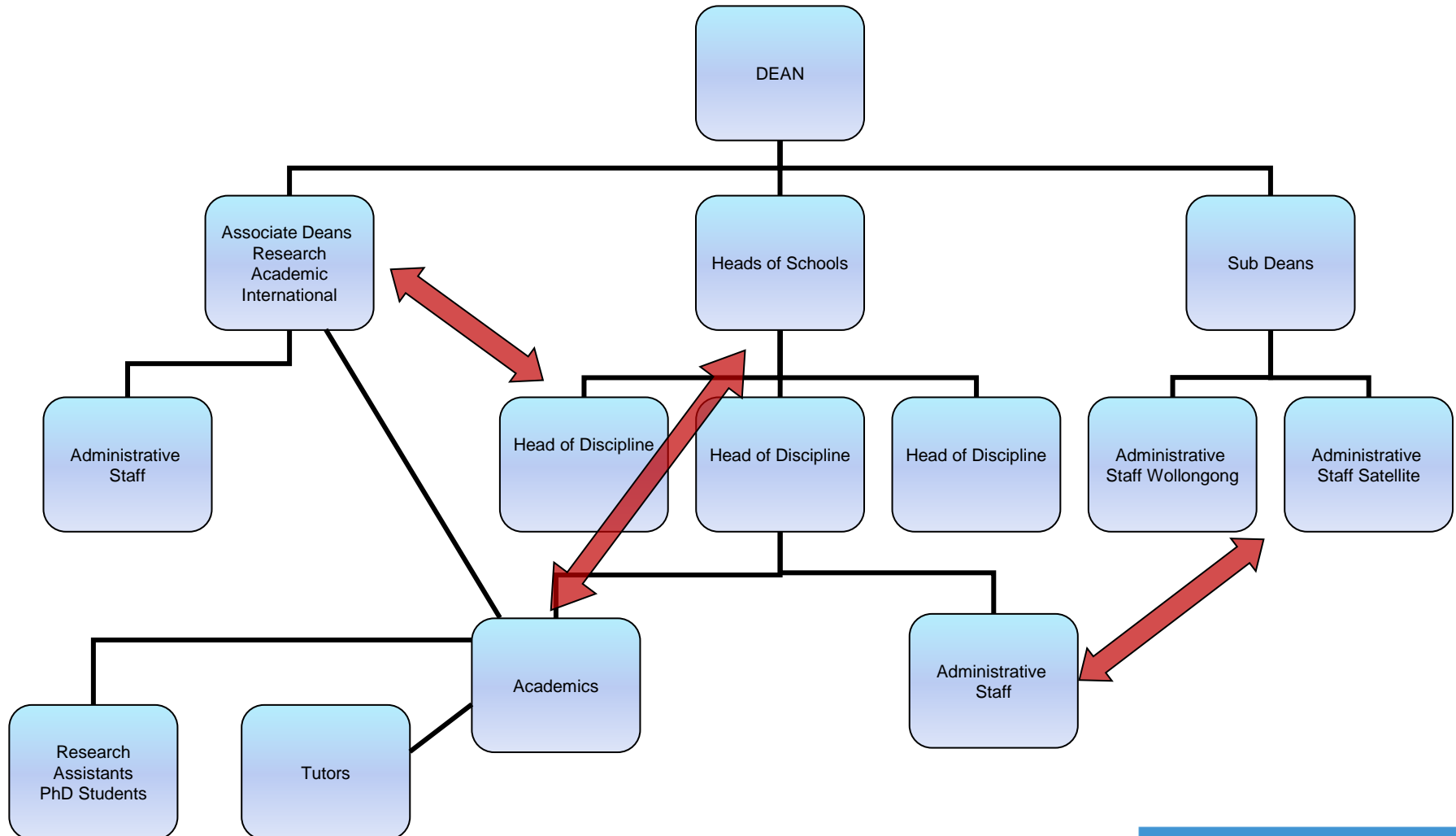


Purposes of horizontal communication

- Task Coordination
- Problem Solving
- Sharing Information
- Conflict Resolution
- Building Rapport



Diagonal communication



Purposes of diagonal communication

- Information sharing
- Managing conflict
- Coordination of tasks



Informal organisational structures

Informal organisational structures

- An informal organisational structure comprises communication links or networks not formally recognised or legitimised
- Informal communication networks convey information within the informal organisational structure
- Informal networks have advantages and disadvantages
 - Faster action, higher productivity, more job satisfaction, easier release of tension, easier feedback
 - Potential for conflict, resistance to change, conformity to the informal group's standards, rumours through the grapevine

Informal communication networks

- Single strand network
- The gossip chain
- The probability chain
- The cluster chain



"We always get the good gossip out here around the water cooler."

The grapevine

- Not controlled by management – mainly by employees
- Serves self-interest
- Spreads quickly
- Perceived as more reliable than formal communication



Managing the grapevine

- Increase the levels of participation in decision making
- Reduce or eliminate secretive communication, and abolish information vacuums
- Encourage two-way communication and ensure that information exchanged is accurate
- Send out messages using more than one channel
- Don't censor reality and thus sacrifice credibility

“Gossip, or the exchange of anecdotal information, appears to be a deeply ingrained human behaviour that fulfils the needs of reinforcing group solidarity, extending influence, and managing anxiety and uncertainty”.

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Functions of informal networks

- Confirming formal messages
- Expanding on formal messages
- Expediting formal messages
- Contradicting official messages
- Circumventing formal channels



Informal communication networks

- Informal networks are **inevitable**
- Management can influence it by providing
 1. adequate information through formal channels,
 2. being aware of rumours and providing factual information,
 3. creating a trusting work environment

Value the people who sacrifice
their **something** for you..
because maybe that **something**
was their **everything**.

aysayako (c)

Cultivating Personal Networks

- View everyone as prospect
- Be sensitive to personal & cultural factors
- Treat contacts with gratitude & respect



Source: Eunson, 2012

Cultivating Personal Networks



- Help others
- Get referrals to secondary sources
- Seek mentor

Source: (Eunson, 2012).

Communication channels

Communication channels

- The means or technique used to signal or convey a message.
 - A conversation, a letter, an email, a web page, a TV program, a video clip or a tweet.
- Communication may pass along more than one channel
 - An interaction in a meeting, nonverbal gestures, instructions via a podcast.

Communication channels

1. **Types of channels**
2. **Interpersonal** channels
 - Meet specific member's needs
3. **Mediated** communications
 - Centred on executive messages, which can be counter-productive

Better communication from immediate supervisor

Source: Eunson, 2012

Using social media for communication

- The increasingly globalised, telecommuting world is resulting in more and more organisations communicating with stakeholders via social media channels on **instantly accessible mobile and portable** technology devices and services
- Effective two-way communication on social media channels enables organisations to share information, collaborate and promote mutual understanding, engagement and respect with **their internal and external stakeholders**



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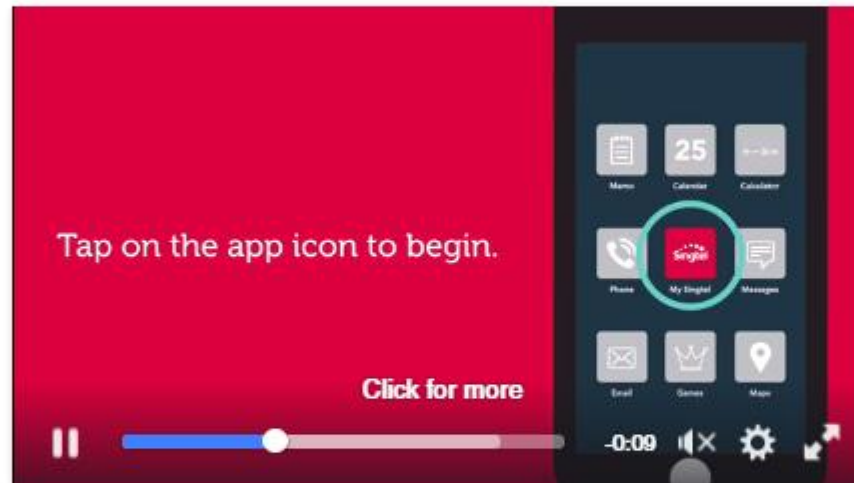


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ABOUT



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APPS



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PHOTOS



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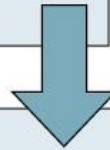
Impact of EI on communication

Impact of EI on communication

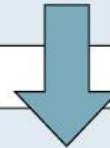
- Emotional intelligence is the capacity to reason with emotion
- Effective communication builds a positive communication climate
- Three conditions:
 - Trust among members
 - Sense of group identity
 - Sense of group efficacy

Promoting communication skills

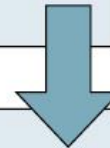
Communication to send clear and convincing messages, collaborate, cooperate and work with others towards shared goals



Leadership and influence to inspire, guide and influence individuals and groups



Change catalyst to initiate or manage change, manage conflict, negotiate and resolve disagreements



Building bonds to nurture instrumental and social relationships, build trust and empower others to action

FIGURE 7.11

Social and communication skills

Questions
Comments
Feedback

Lesson 9:

Team communication

Read chapter 9

Group discussion points

- Set ground rules, goal and objectives, communication channels
- Dress code
- Filming location
 - Restaurant/airport/car ride/office/school etc... (note: school's meeting rooms require booking)
 - Props needed
- Script/scenario
- Different roles
 - Actors/Actress, Main speakers
- Audience engagement activities
- Q&A
 - Questions to ask competitor
- Rehearsals? Equipment?

Note: This is only a guide please add on where necessary