



# **BUS 1370: Principles of Management**

## **Lesson 09** **Communication in Organisations**

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**Department of Business Administration**

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# Learning Outcomes

- Explain the role of communication in an organisation.
- Identify how to overcome the barriers for effective communication.

# Why Communication Matters?



# Communication

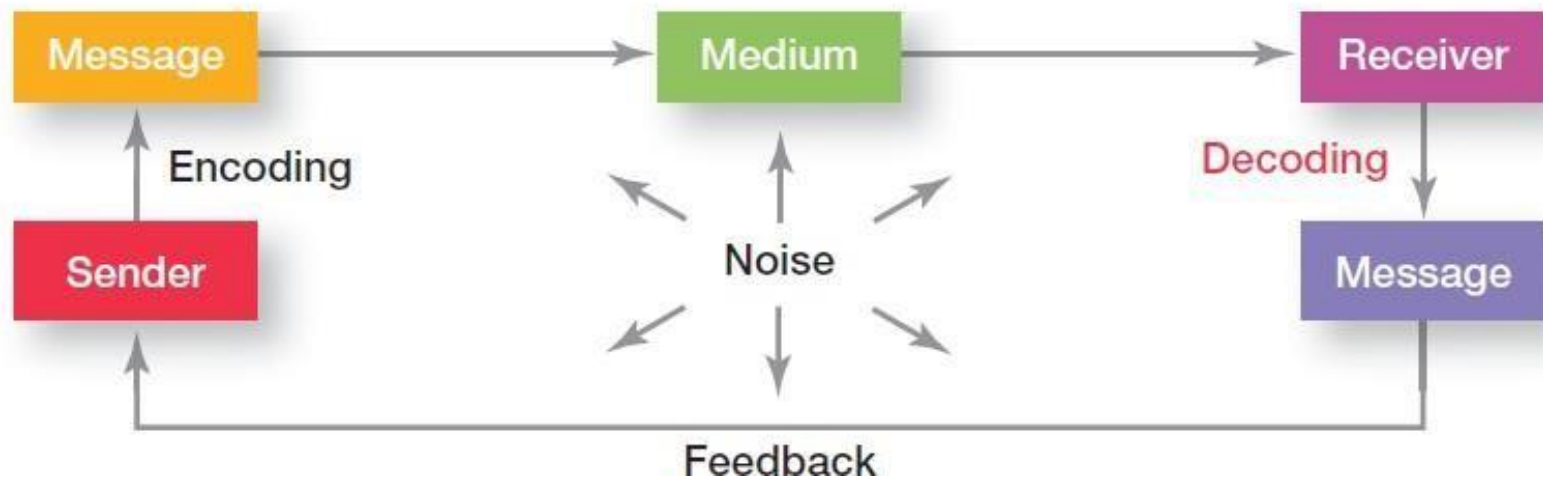
- The process of transmitting information from one person to another.

*(Griffin, 2016, p. 364)*

- Communication is the process by which information is exchanged and understood by two or more people, usually with the intent to influence or motivate behaviour.

*(Daft, 2014, p. 559)*

# Process of Communication



*(Robbins & Coulter, 2012)*

# Communication - Terms

- **Communication**

The transfer and understanding of a message between two or more people.

- **Sender**

Is anyone who wishes to convey an idea or concept to others, to seek information, or to express a thought or emotion.

- **Receiver**

Is the person to whom the message is sent. Decodes the message and provides feedback to the sender.

# Communication - Terms (Contd.)

- **Encoding**  
Converting a message to symbolic form.
- **Decoding**  
Interpreting a sender's message.
- **Message**  
What is communicated.
- **Channel**  
The medium through which a message travels.

# Forms of Communication

## ■ Verbal Communication

Communication transmitted with words.

- Spoken
- Written



## ■ Non-Verbal Communication

Communication transmitted without words.

- Body Language
- Verbal Intonation

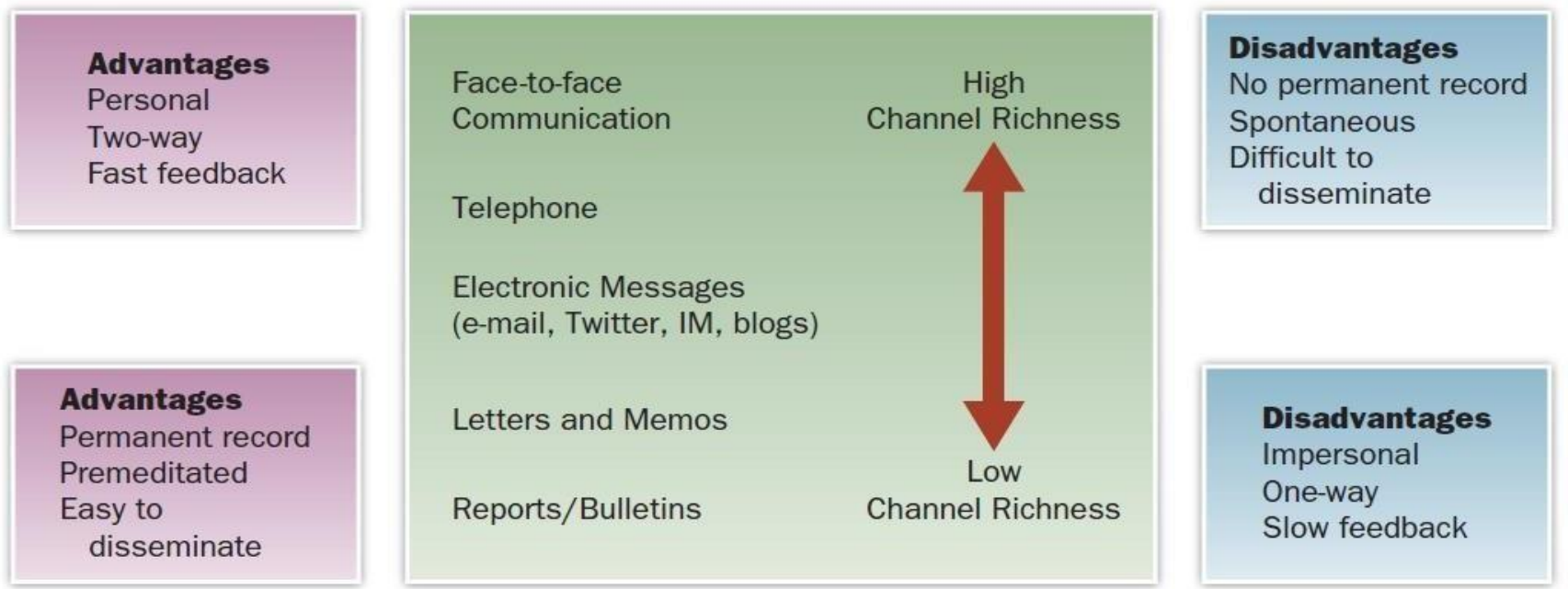




# Channel Richness

Refers to the capability of the medium of communication to transmit information including the abilities to;

- Handle different cues simultaneously
- Encourage feedback
- Focus personally on the receiver



# Organisational Communication

Includes all the patterns, networks and systems of communication within an organisation.

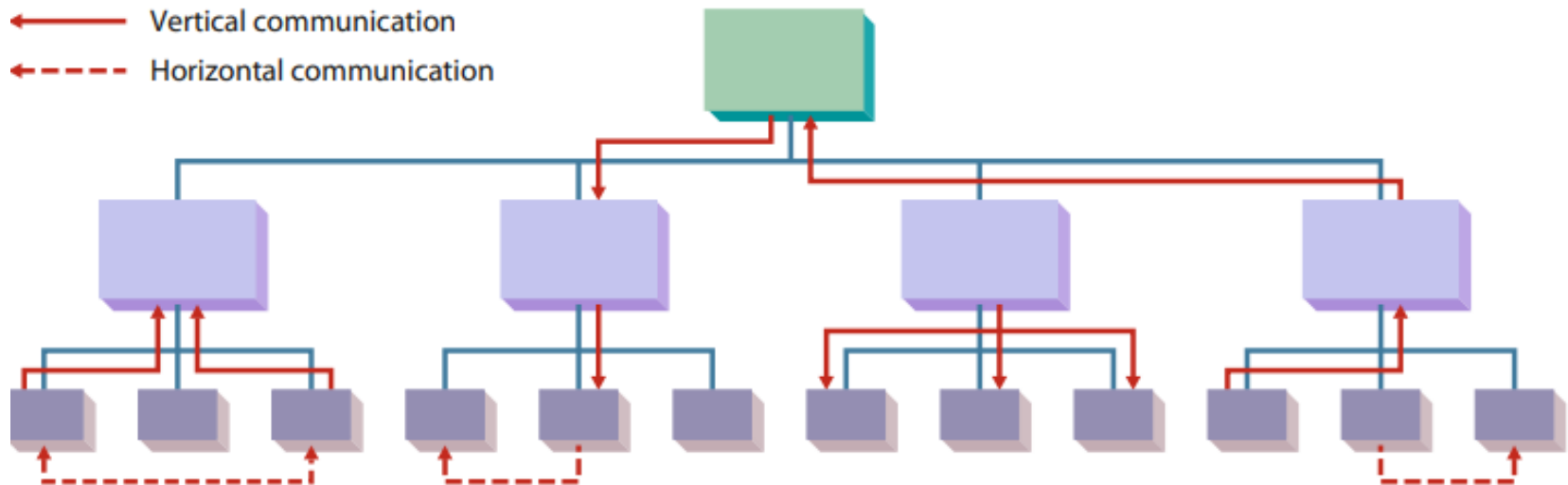
Important aspects of Organisational Communication:

- Formal vs. Informal Communication
- Direction of Communication Flow
- Communication Networks

# Formal Communication

Formal communication channels are those that flow within the chain of command or task responsibility defined by the organisation.

*(Daft, 2014, p. 571)*

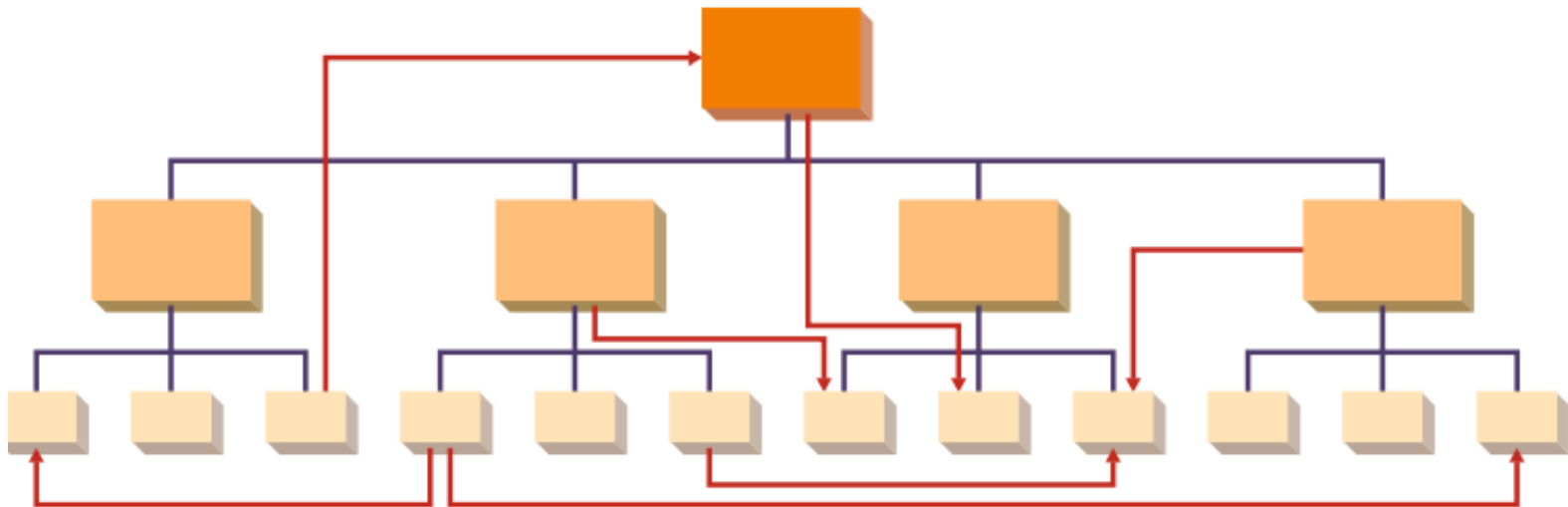


*(Griffin, 2016, p. 375)*

# Informal Communication

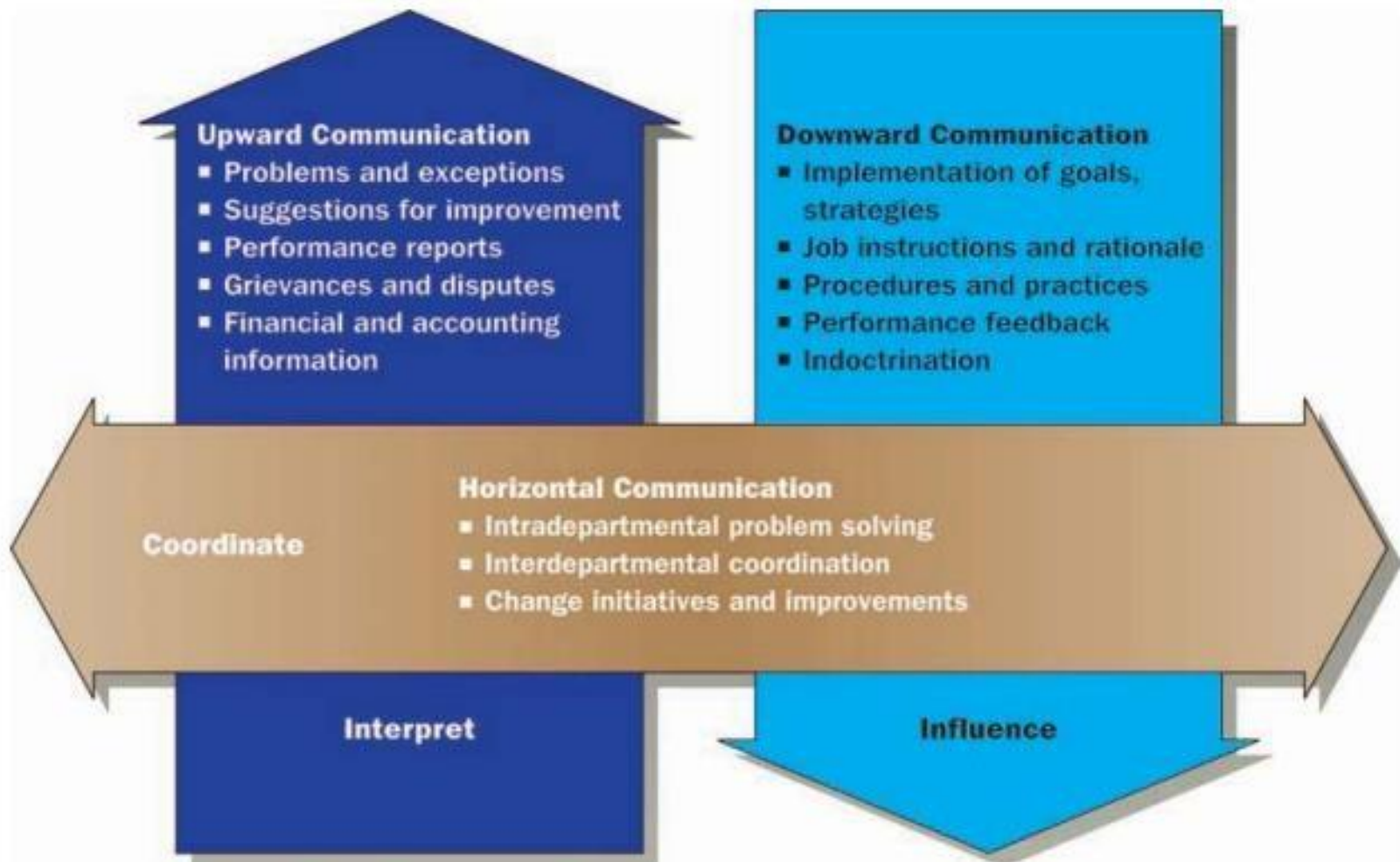
- Informal communication channels are also known as Personal Communication Channels.
- Exists outside the formally authorised channels.

*(Daft, 2014, p. 574)*



*(Griffin, 2016, p. 375)*

# Direction of Communication Flow



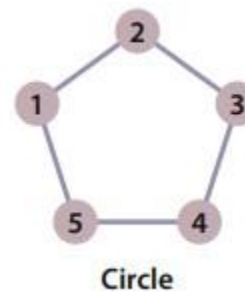
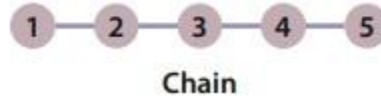
*(Daft, 2014, p. 571)*

# Communication Networks

The vertical and horizontal flows of communication can be combined into a variety of patterns called *Communication Network*.

- Formal Networks
- Informal Networks (Grapevine)

# Formal Organisational Communication Networks



*(Griffin, 2016, p. 369)*

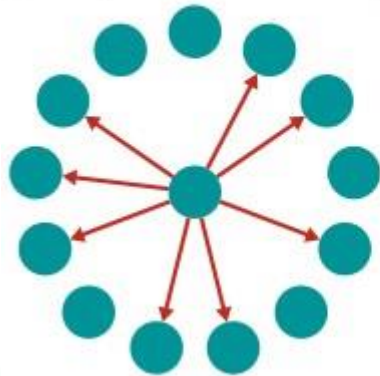
	Slower and less accurate	Faster and more accurate	
Simple Tasks			Centralized =  Y  Wheel
Complex Tasks			Decentralized =  Circle  All channel

*(Daft, 2008, p. 486)*

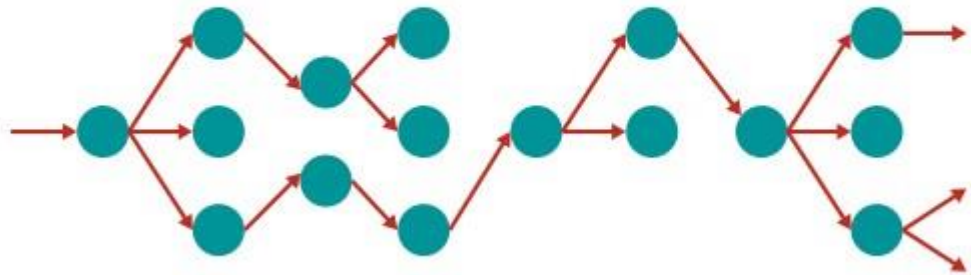


# Informal Organisational Communication Networks (Grapevine)

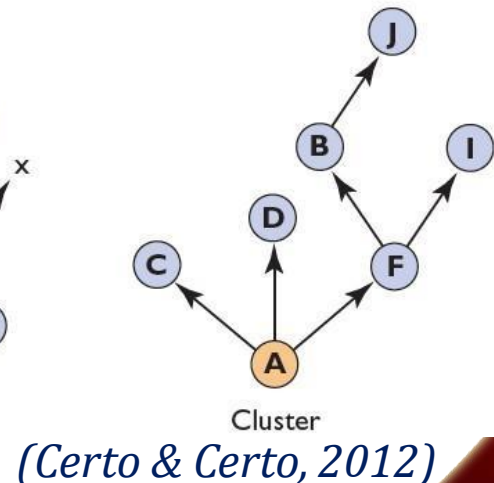
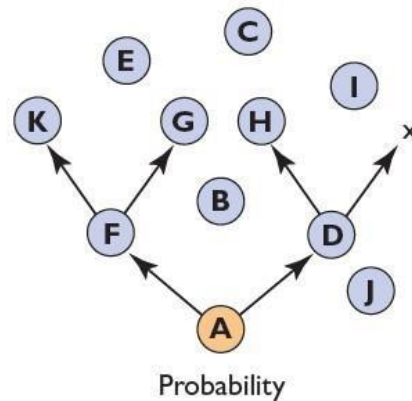
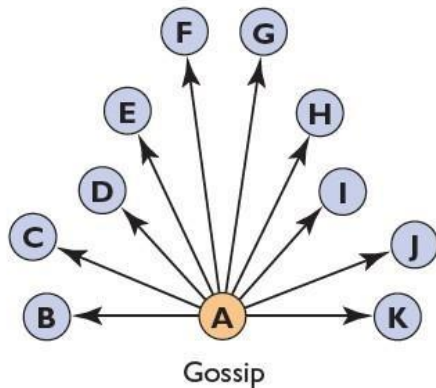
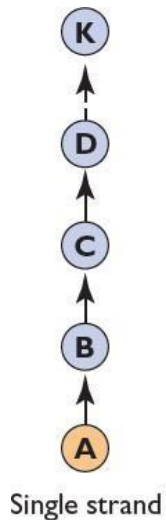
Gossip Chain  
(One person tells many)



Cluster Chain  
(Many people tell a few)



*(Griffin, 2016, p. 376)*





# Technology *and* Modern communication

# Questions *and* Discussion