



MILLIONS

MANAGEMENT SOLUTIONS

**INTRODUCTION OF MANAGEMENT
SUMMARY
CHAPTER 14
COMMUNICATION**

MANAGEMENT

CHAPTER 14

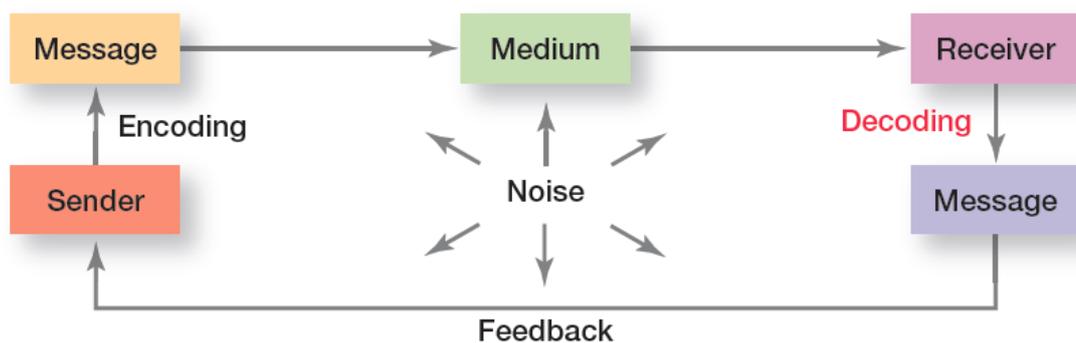
COMMUNICATION

- **Communication:** The transfer and understanding of meaning.
 - ❖ Transfer means the message was received in a form that can be interpreted by the receiver.
 - ❖ Understanding the message is to understand the meaning and be imparted
- **Interpersonal communication:** Communication between two or more people.
- **Organizational communication:** All the patterns, network, and systems of communications within an organization

- Four Functions of Communication

- Control → Formal and informal communications act to control individuals' behaviors in organizations.
- Motivation → Communications clarify for employees what is to done, how well they have done it, and what can be done to improve performance.
- Emotional Expression → Social interaction in the form of work group communications provides a way for employees to express themselves.
- Information → Individuals and work groups need information to make decisions or to do their work.

- The Interpersonal Communication Process



- **Message:** A purpose to be conveyed
- **Encoding:** Converting a message into symbols
- **Channel:** The medium along which the message travels
- **Decoding:** retlansatng a sender's message

- **Noise:** Any disturbances that interfere with transmission, receipt or feedback of the message

- Distortions in Communications
 - **Message Encoding**
 - The effect of the skills, attitudes, and knowledge of the sender on the process of encoding the message
 - The social-cultural system of the sender
 - **The Message**
 - Symbols used to convey the message's meaning
 - The content of the message itself
 - The choice of message format
 - Noise interfering with the message
 - **The Channel**
 - The sender's choice of the appropriate channel or multiple channels for conveying the message
 - **Receiver**
 - The effect of skills, attitudes, and knowledge of the receiver on the process of decoding the message
 - The social-cultural system of the receiver
 - **Feedback Loop**
 - Communication channel distortions affecting the return message from receiver to sender

- Interpersonal Communication Methods
 - Face-to-face
 - Telephone
 - Group meetings
 - Formal presentations
 - Memos
 - Traditional Mail
 - Fax machines
 - Employee publications
 - Bulletin boards
 - Audio- and videotapes
 - Hotlines

- E-mail
 - Computer conferencing
 - Voice mail
 - Teleconferences
 - Videoconferences
 - Nonverbal Communication
- **Nonverbal communications:** Communication that is transmitted without words.
 - ❖ Sounds with specific meanings or warnings
 - ❖ Images that control or encourage behaviors
 - ❖ Situational behaviors that convey meanings
 - ❖ Clothing and physical surroundings that imply status
 - **Body language:** Gestures, facial expressions, and other body movements that convey meaning.
 - **Verbal intonation:** Emphasis that a speaker gives to certain words or phrases that conveys meaning.
- Evaluating communication methods can be evaluated by:
 - **Feedback** → how quickly the receiver respond to the message
 - **Complexity capacity** → the effectivity of the method to process complex messages
 - **Breadth potential** → different messages that can be tranmitted using this method
 - **Confidentiality** → communication are only intended to several audience
 - **Encoding ease** → whether senders can easily and quickly use this message
 - **Decoding ease** → whether rereceivers can easily and quickly use this message
 - **Time-space constraint** → the need of senders and receivers to communicate at the same time and space
 - **Cost** → how much cost will be needed to use this method
 - **Interpersonal warmth** → how well the method convey interpersonal warmth
 - **Formality** → the needed of formality in this method
 - **Scanability** → the easiness of the message to be easily browsed and scanne for relevant information
 - **Time consumption** → the exercise of the message to be dealt with receiver and sender

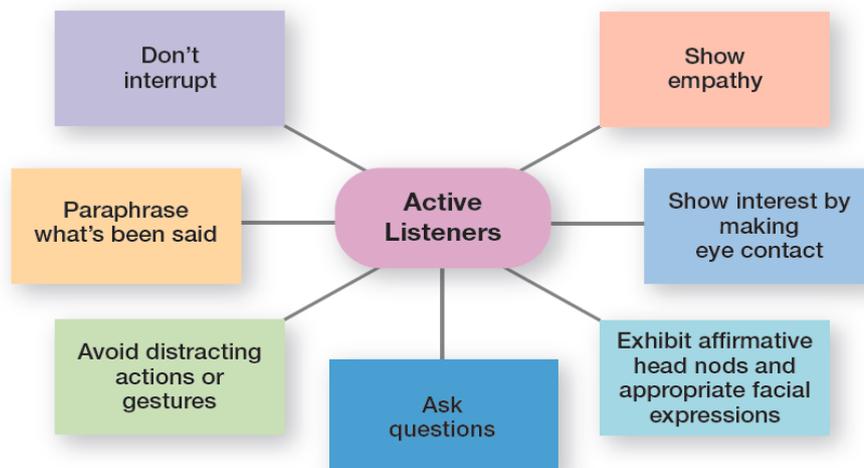
- Comparison of Communication Methods

High Feedback Potential	Low Feedback Potential
<ul style="list-style-type: none"> ■ Face-to-face ■ Telephone ■ Computer conference 	<ul style="list-style-type: none"> ■ Publications
High Complexity Capacity	Low Complexity Capacity
<ul style="list-style-type: none"> ■ Face-to-face 	<ul style="list-style-type: none"> ■ Bulletin boards
High Breadth Potential	Low Breadth Potential
<ul style="list-style-type: none"> ■ Face-to-face ■ Bulletin boards ■ E-mail 	<ul style="list-style-type: none"> ■ Postal mail ■ Audio-videotapes
High Confidentiality	Low Confidentiality
<ul style="list-style-type: none"> ■ Face-to-face ■ Voice mail 	<ul style="list-style-type: none"> ■ Publications ■ Bulletin boards ■ Audio-videotapes ■ Teleconference
High Encoding Ease	Low Encoding Ease
<ul style="list-style-type: none"> ■ Face-to-face ■ Telephone 	<ul style="list-style-type: none"> ■ Publications
High Time-Decoding Ease	Low Time-Decoding Ease
<ul style="list-style-type: none"> ■ Face-to-face ■ Telephone ■ Hotlines ■ Voice mail 	<ul style="list-style-type: none"> ■ Memos ■ Postal mail ■ Fax ■ Publications
High Space Constraint	Low Space Constraint
<ul style="list-style-type: none"> ■ Face-to-face ■ Group meetings ■ Formal presentations 	<ul style="list-style-type: none"> ■ Memos ■ Postal mail ■ Fax ■ Publications ■ Voice mail
High Cost	Low Cost
<ul style="list-style-type: none"> ■ Group meetings ■ Formal presentations ■ Videoconference 	<ul style="list-style-type: none"> ■ Bulletin boards
High Personal Warmth	Low Personal Warmth
<ul style="list-style-type: none"> ■ Face-to-face 	<ul style="list-style-type: none"> ■ Memos ■ Bulletin boards
High Formality	Low Formality
<ul style="list-style-type: none"> ■ Postal mail ■ Publications 	<ul style="list-style-type: none"> ■ Face-to-face ■ Telephone ■ Voice mail
High Scanability	Low Scanability
<ul style="list-style-type: none"> ■ Memos ■ Postal mail ■ Fax ■ Publications ■ Bulletin boards 	<ul style="list-style-type: none"> ■ Formal presentations ■ Face-to-face ■ Telephone ■ Group meetings ■ Audio-videotapes ■ Hotlines ■ E-mail ■ Computer conference ■ Voice mail ■ Teleconference ■ Videoconference

Note: Ratings are on a 1–5 scale where 1 = high and 5 = low. Consumption time refers to who controls the reception of communication. S/R means the sender and receiver share control

- Interpersonal communication barriers are:
 - Filtering: The deliberate manipulation of information to make it appear more favorable to the receiver.

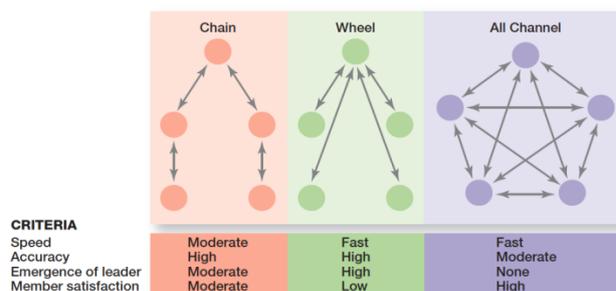
- Emotions → Disregarding rational and objective thinking processes and substituting emotional judgments when interpreting messages.
- Information overload → Being confronted with a quantity of information that exceeds an individual's capacity to process it.
- Defensiveness → When threatened, reacting in a way that reduces the ability to achieve mutual understanding.
- Language → The different meanings of and specialized ways (jargon) in which senders use words can cause receivers to misinterpret their messages.
 - Jargon: specialized terminology or technical language that members of a group that members of the group use to communicate among themselves.
- National culture → Culture influences the form, formality, openness, patterns, and use of information in communications.
- Overcoming the Barriers to Effective Interpersonal Communications
 - Use feedback
 - Simplify language
 - Listen actively
 - Constrain emotions
 - Watch nonverbal cues
- Active Listening Behaviors



- Types of Organizational Communication

- Formal communication: Communication that takes place within prescribed organizational work arrangements
- Informal communication: Communication that is not defined by the organization's structural hierarchy.
 - ❖ Permits employees to satisfy their need for social interaction.
 - ❖ Can improve an organization's performance by creating faster and more effective channels of communication.
- Communication Flows
 - Downward: Communications that flow from managers to employees to inform, direct, coordinate, and evaluate employees.
 - Upward: Communications that flow from employees up to managers to keep them aware of employee needs and how things can be improved to create a climate of trust and respect.
 - Lateral (horizontal) communication: Communication that takes place among employees on the same level in the organization to save time and facilitate coordination.
 - Diagonal communication: Communication that cuts across both work areas and organizational levels in the interest of efficiency and speed.
- Types of Organizational Communication Networks
 - Chain network → Communication flows according to the formal chain of command, both upward and downward.
 - Wheel network → All communication flows in and out through the group leader (hub) to others in the group.
 - All-Channel network → Communications flow freely among all members of the work team.

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Grapevine: An informal organizational communication network is active in almost every organization.

- Provides a channel for issues not suitable for formal communication channels.
- The impact of information passed along the grapevine can be countered by open and honest communication with employees.

- Benefits of information technology (IT):
 - Increased ability to monitor individual and team performance
 - Better decision making based on more complete information
 - More collaboration and sharing of information
 - Greater accessibility to coworkers

- Networked Computer Systems: Linking individual computers to create an organizational network for communication and information sharing.
 - E-mail
 - Instant messaging (IM)
 - Blogs
 - Wikis
 - Voicemail
 - Fax machines
 - Electronic Data Exchange (EDI)
 - Teleconferencing
 - Videoconferencing
 - Web conferencing

- Types of network systems:
 - Intranet: An internal network that uses Internet technology and is accessible only to employees.
 - Extranet: An internal network that uses Internet technology and allows authorized users inside the organization to communicate with certain outsiders such as customers and vendors.
 - Wireless (WIFI) capabilities

How IT Affects Organization

- Removes the constraints of time and distance → Allows widely dispersed employees to work together.
- Provides for the sharing of information → Increases effectiveness and efficiency.

- Integrates decision making and work → Provides more complete information and participation for better decisions.
- Creates problems of constant accessibility to employees → Blurs the line between work and personal lives.
- Current Communication Issues
 - Managing Communication in an Internet World
 - Legal and security issues
 - ❖ Inappropriate use of company e-mail and instant messaging
 - ❖ Loss of confidential and proprietary information due to inadvertent or deliberate dissemination or to hackers.
 - Lack of personal interaction
 - ❖ Being connected is not the same as face-to-face contact.
 - ❖ Difficulties occur in achieving understanding and collaboration in virtual environments.
 - Managing the Organization's Knowledge Resources
 - Build online information databases that employees can access.
 - Create "communities of practice" for groups of people who share a concern, share expertise, and interact with each other.
 - Communicating Effectively with Customers
 - Recognize the three components of the customer service delivery process:
 - ❖ The customer
 - ❖ The service organization
 - ❖ The service provider
 - Develop a strong service culture focused on the personalization of service to each customer.
 - ❖ Listen and respond to the customer.
 - ❖ Provide access to needed service information.
- Politically Correct Communication
 - Do not use words or phrases that stereotype, intimidate, or offend individuals based on their differences.
 - However, choose words carefully to maintain as much clarity as possible in communications.