Fundamentals of Management

Seventh Edition

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PowerPoint Presentation by Charlie Cook

PART 4
Leading

CHAPTER 12

Communication in Organizations
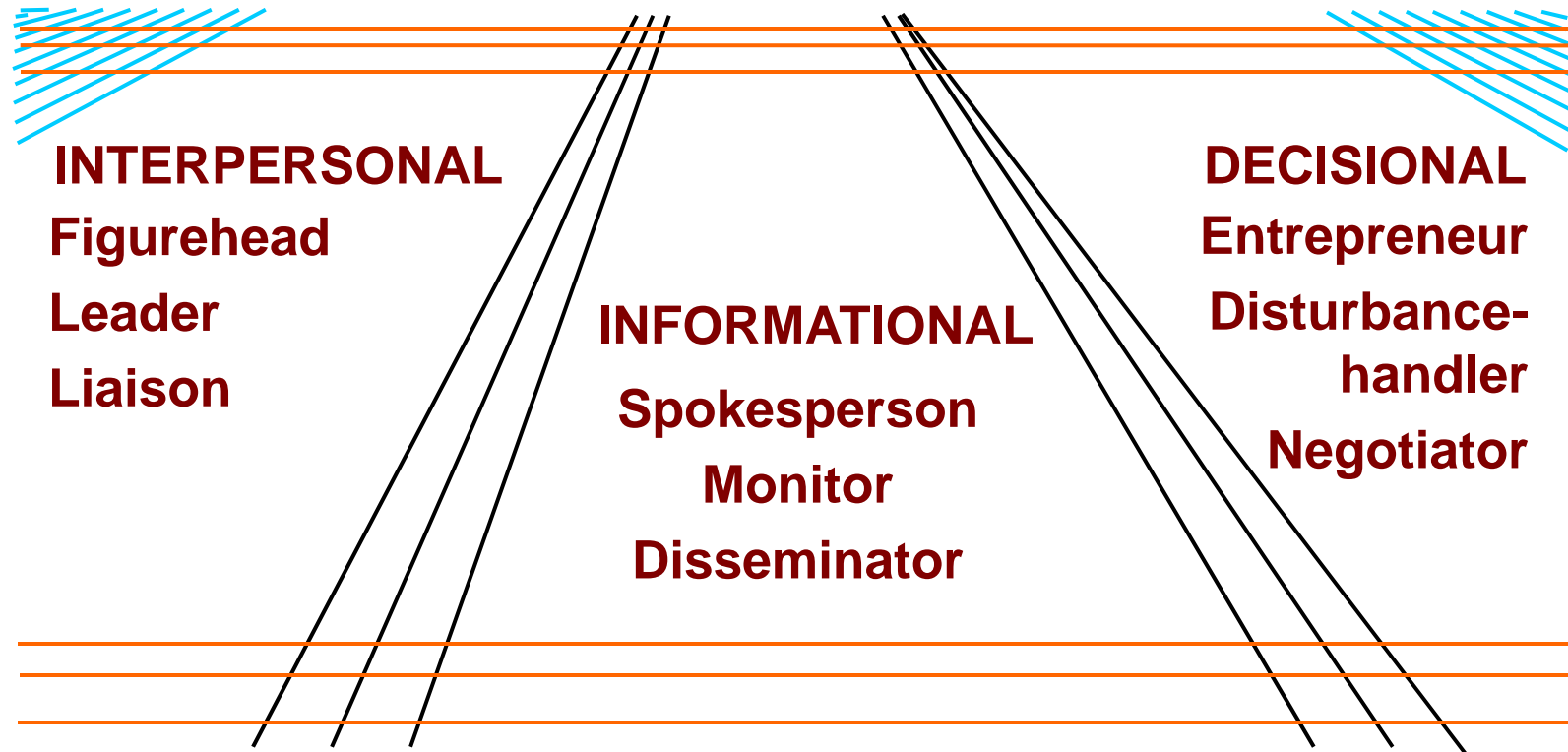
Chapter Learning Objectives

After studying this chapter you should be able to:

1. Describe the role and importance of communication in the manager's job.

2. Identify the basic forms of communication in organizations.

3. Describe the role of electronic communication in organizations.

4. Discuss informal communication, including its various forms and types.

5. Describe how the communication process can be managed to recognize and overcome barriers.

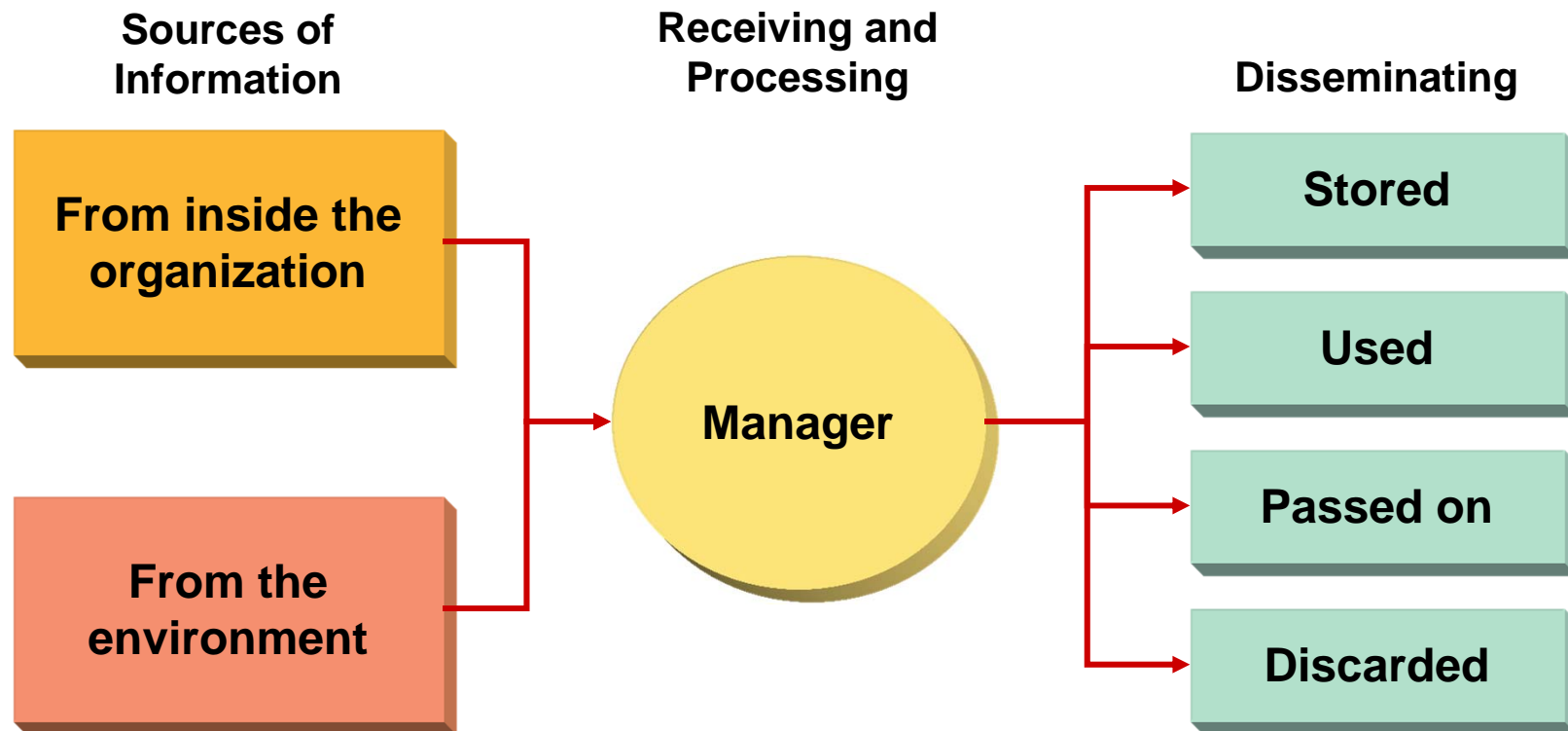# The Role of Communication in Management

Communication Roles

INTERPERSONAL

Figurehead

Leader

Liaison

INFORMATIONAL

Spokesperson

Monitor

Disseminator

DECISIONAL

Entrepreneur

Disturbance-handler

Negotiator

Communication and the Manager's Job

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

- Effective Communication
  - The received message is as close as possible in meaning to the message intended.

- Data
  - Raw facts and figures reflecting a single aspect of reality.

- Information
 - Data presented in a way or form that has meaning.

Managing the Flow of Information

Sources of Information

Receiving and Processing

Disseminating

From inside the organization

From the environment

Manager

Stored

Used

Passed on

Discarded

Characteristics of Useful Information

- ## Accurate
  - A valid and reliable reflection of reality

- ## Timely
  - Available in time for appropriate managerial action

- ## Complete
  - A complete and undistorted picture of reality

- ## Relevant
  - Content which meets the needs and circumstances of the user

FIGURE 12.1 The Communication Process
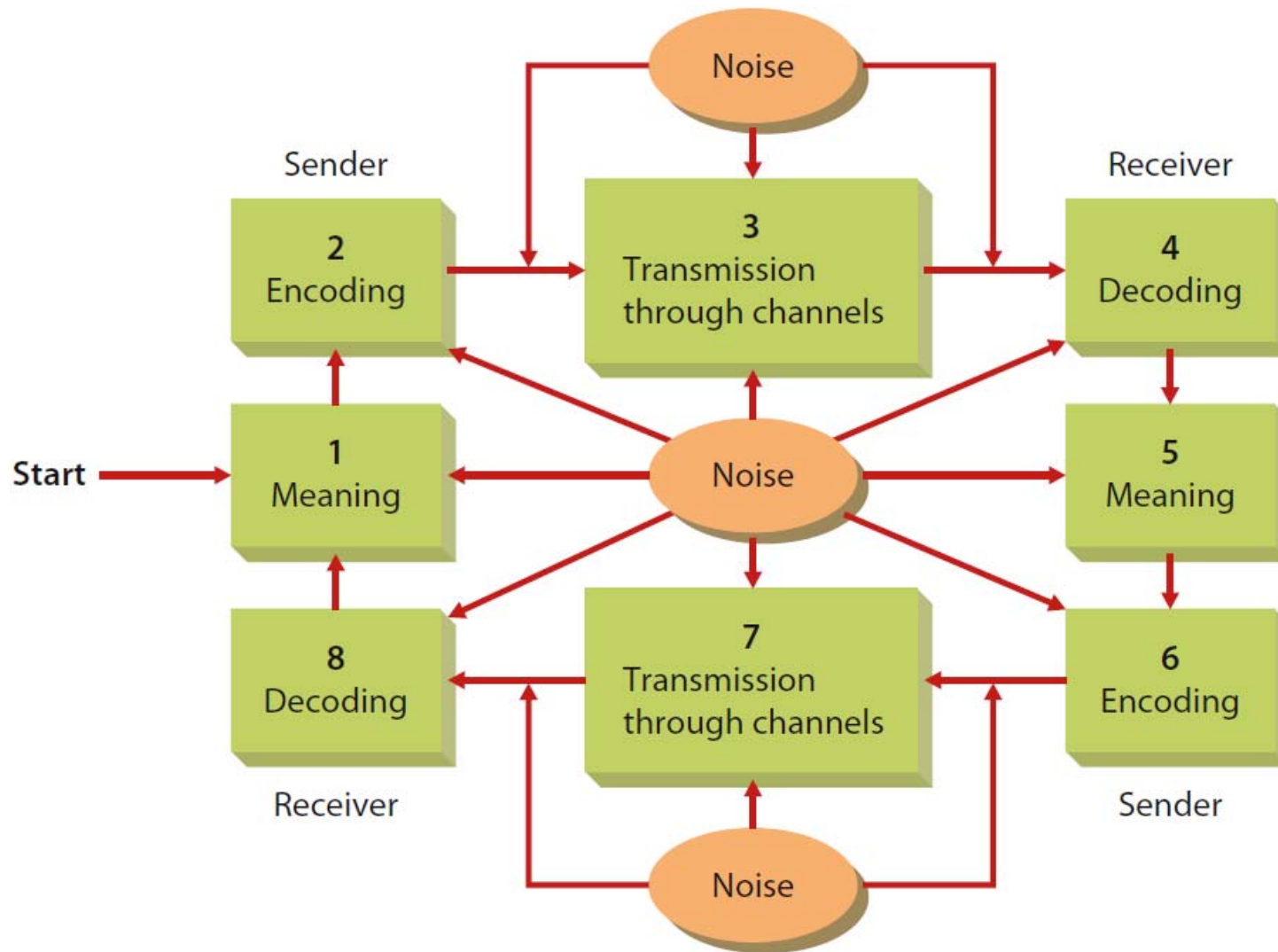
The numbers indicate the sequence in which steps take place.

The Communication Process (cont'd)

- **Steps in the Communication Process**
    - Deciding to transmit a fact, idea, opinion, or other information to the receiver.
    - Encoding the meaning into a form appropriate to the situation.
    - Transmitting through the appropriate channel or medium.
    - Decoding the message back into a form that has meaning to the receiver.
    - "Noise" is anything disrupting the communication process.

Interpersonal Communication Forms

Form	Advantages	Disadvantages
Oral	1. Promotes feedback and interchange 2. Is easy to use	1. May suffer from inaccuracies 2. Leaves no permanent record
Written	1. Tends to be more accurate 2. Provides a record of communication	1. Inhibits feedback and exchange 2. Is more difficult and time consuming

Interpersonal Communication

- ● Oral communication
  - ● Face-to-face conversations, group discussions, telephone calls, and other situations in which the spoken word is used to express meaning.

- ● Advantages
  - ➢ Promotes prompt feedback and interchange in the form of verbal questions and responses.
  - ➢ Is easy to use and can be done with little preparation.

- ● Disadvantages
  - ➢ Suffers from problems with inaccuracy in meaning and details.
  - ➢ Leaves no time for thought and consideration and no permanent record of what was said.

Management Challenge Question

- How could the overuse of oral communications and information technology delay managers in the completion of their assignments?

Interpersonal Communication (cont'd)

- Written Communication
  - Memos, letters, reports, notes, email, and other methods in which the written word is used to transmit meaning.

- Advantages of Written Communication
  - Is accurate and creates a permanent record of the exchange.
  - Leaves time for thought and consideration, can be referenced.
  - Is easy to use and can be done with little preparation.

Interpersonal Communication (cont'd)

- **Disadvantages of Written Communication**
  - Inhibits feedback and interchange due to the burden of the process of preparing a physical document.
  - Considerable delay can occur in clarifying message meanings.

Choosing The Right Form

- The situation determines the most appropriate medium:

  - Oral communication and e-mail may be preferred for personal, brief, nonroutine, or high priority communications.

  - Formal written communications (e.g., memos, letters, reports, and notes) are used for messages that are impersonal, routine, and of lower priority.

Communication in Networks and Teams
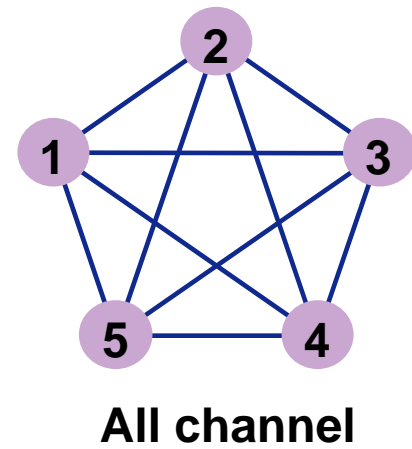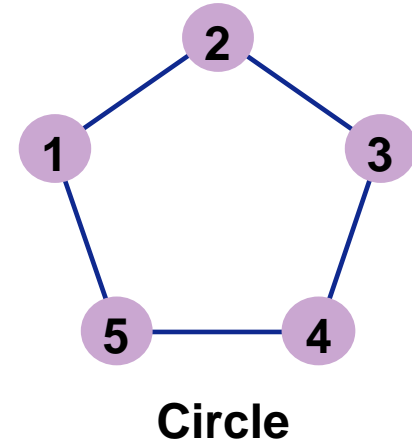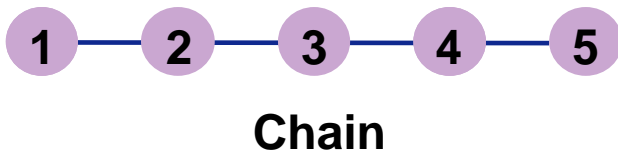
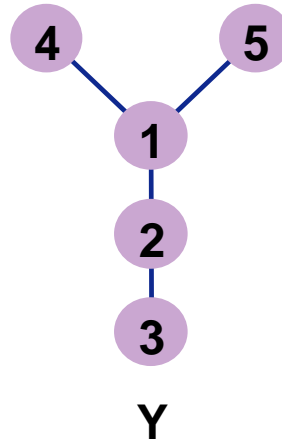- **Communication Network**
 - The pattern through which the members of a group or team communicate.

- **Research Suggests:**
  - For simple and routine tasks, centralized networks perform with the greatest efficiency and accuracy.
  - For complex and nonroutine tasks, decentralized networks with open communications are most effective.

FIGURE 12.2 Types of Communication Networks

Wheel

Y

Circle

Chain

All channel
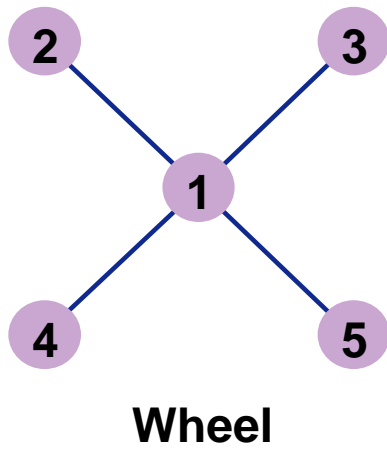
Management Challenge Questions

- What type of communication network is represented by the following:
    - Instant messaging
    - Social networks (Facebook and MySpace)
    - Text messaging
    - Work blogs
    - Twitter
- How can organizations use social networks to their competitive advantage?

Organizational Communication

- **Vertical Communication**
  - Communication that flows up and down the organization, usually along formal reporting lines.
    - Takes place between managers and subordinates
    - May involve several levels of the organization.
  - Upward communication
    - Consists of messages from subordinates to superiors
    - Is more subject to distortion.
  - Downward communication
    - Occurs when information flows down the hierarchy from superiors to subordinates.

Organizational Communication (cont'd)

- **Horizontal Communication**
  - Communication that flows laterally within the organization; involves persons at the same level of the organization.
    - Facilitates coordination among independent units.
    - Useful in joint problem solving.
    - Plays a major role in communications among members of work teams drawn from different departments.

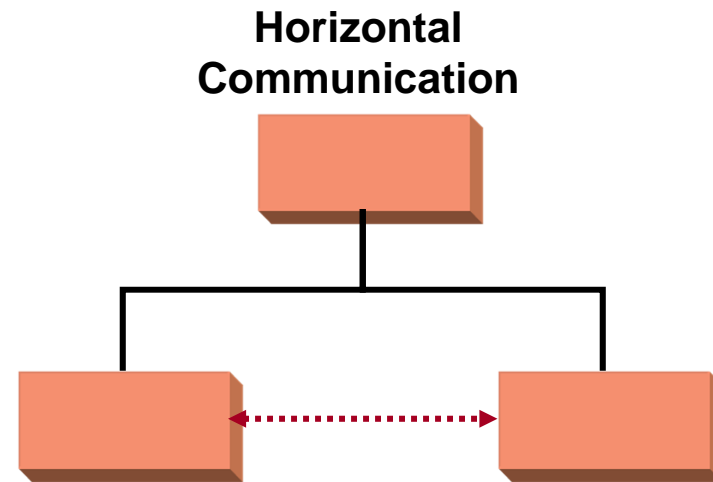# Vertical and Horizontal Communication

**Vertical
Communication**

Downward   *Upward*

**Horizontal
Communication**

FIGURE 12.3 **Formal Communication in Organizations**
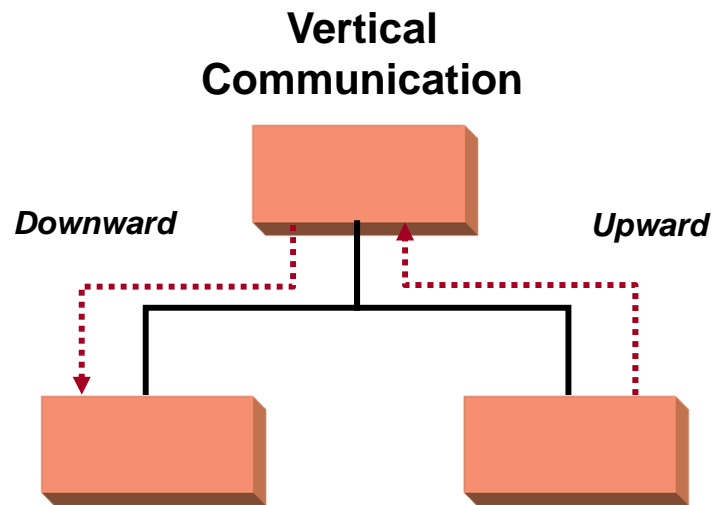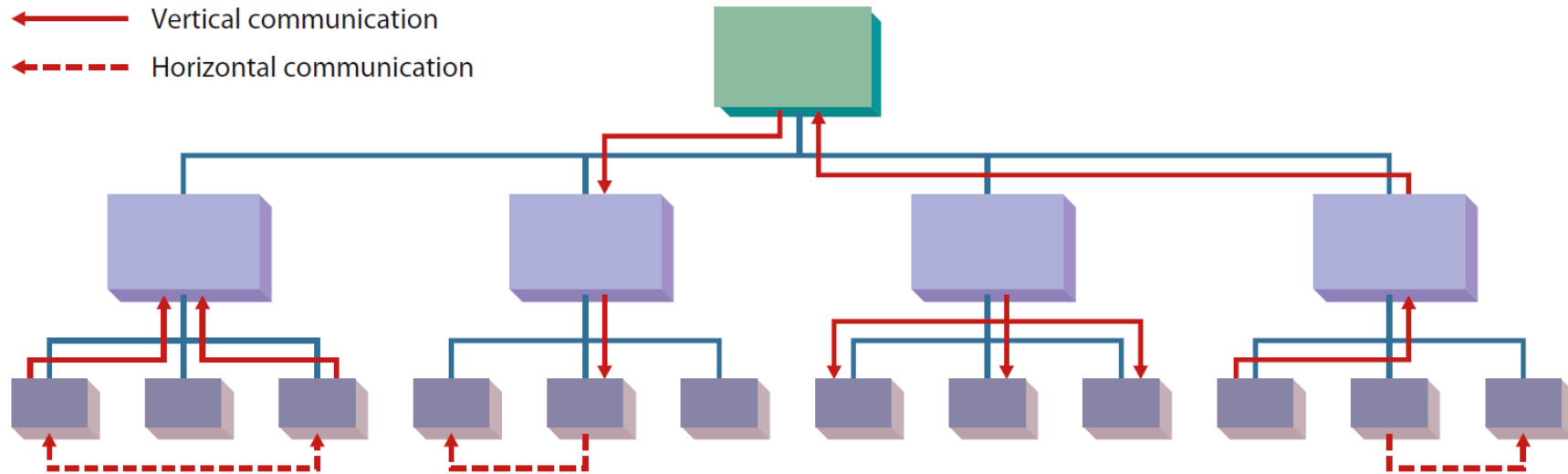

Vertical communication

Horizontal communication

Electronic Communication

- **Information Technology (IT)**
  - The resources used by the organization to manage information that it needs to carry out its mission.

Information Systems

- ## Transaction Processing System (TPS)
  - A system designed to handle routine and recurring transactions.

- ## Management Information System (MIS)
  - Supports an organization's managers by providing daily reports, schedules, plans, and budgets.

- ## Decision Support System (DSS)
  - An interactive system that automatically searches for, manipulates, and summarizes information needed by managers for specific decisions.

Information Systems (cont'd)

- **Executive Support Systems (ESS)**
  - A quick-reference, easy-access application of information systems designed for instant access by upper-level managers.

- **Artificial Intelligence (AI) and Expert Systems**
  - Information systems designed to imitate the thought process of human experts; are capable of learning.

- **Intranet and Extranets**
  - Firewall-protected private networks for internal use by employees that become extranets when selected outsiders are given limited access.

New Information Technologies

Computer Software:
- Databases
- Spreadsheets
- Word processing
- Electronic Mail

Telecommunications:
- Teleconferencing
- Telecommuting
- Networking
- E-mail and the Internet

Artificial Intelligence:
- Decision support systems
- Knowledge-based systems
- Expert systems

Hypertext:
- Help systems
- Online encyclopedias
- Interactive programs

More Basic

More Complex
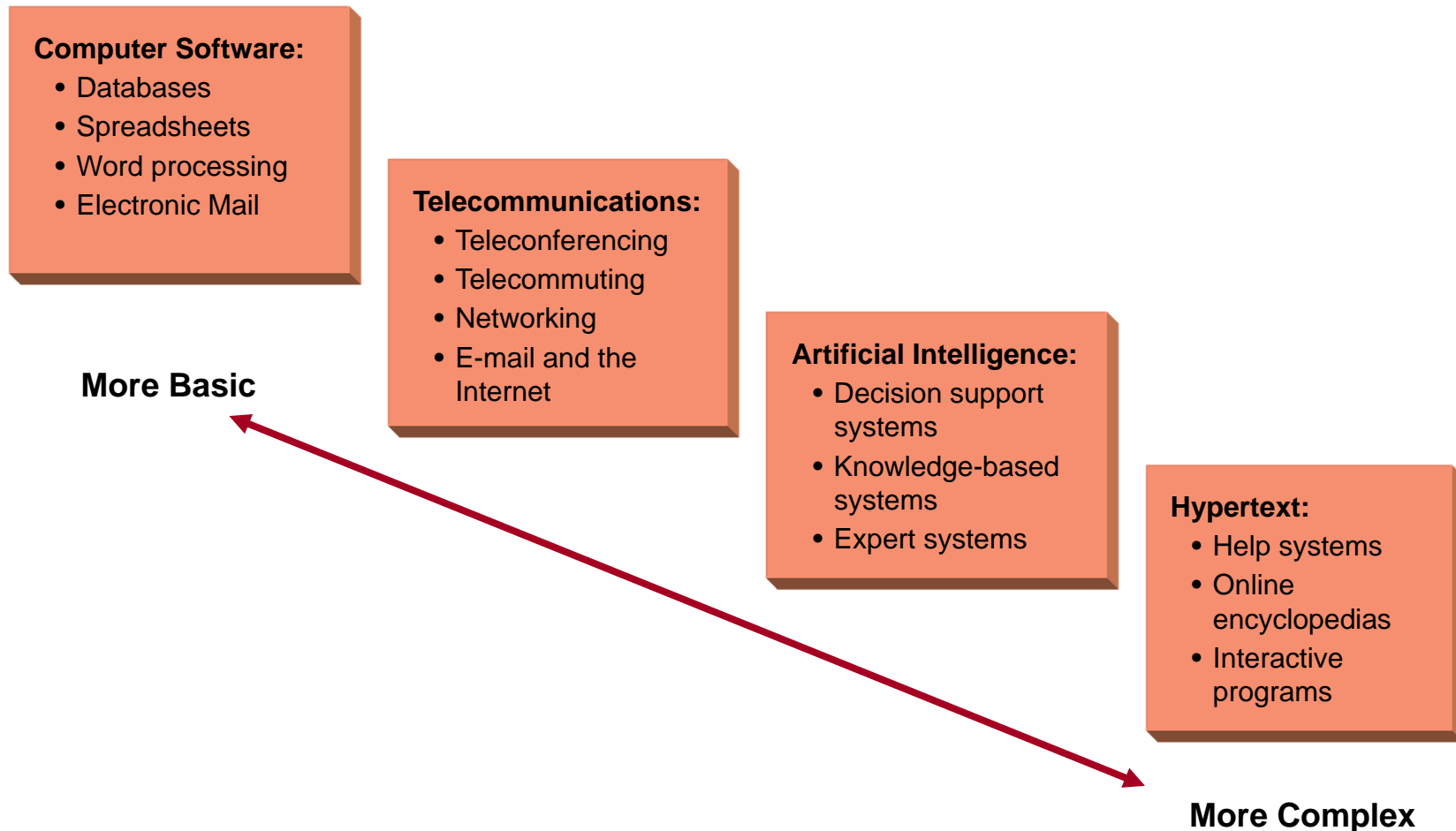
Personal Electronic Communication

- ## Personal Digital Technology
    - Has created opportunities for quickly disseminating information and contacting others in the organization.
        - Email, fax machines, teleconferences, personal computers, and smart phones
    - Has also created opportunities for dysfunctional employee behaviors.

Telecommuting

- Advantage:
  - Allows people to work at home and transmit their work electronically to the company.

- Disadvantages:
  - The lack of face-to-face contact
  - Loss of strong personal relationships
  - Falling behind professionally
 - Losing out in organizational politics.

12–27

Management Challenge Questions

- What information technology (IT) challenges are employers likely to encounter as more workers telecommute?

- Which information technologies will be of the best help in overcoming the disadvantages of telecommuting?

Informal Communications

- Are interchanges among employees that take place outside the normal work setting.

- May or may not follow official reporting relationships and/or prescribed organizational channels

- May have nothing to do with official organizational business.

- Can promote a strong culture and enhance employee understanding of how the organization works.

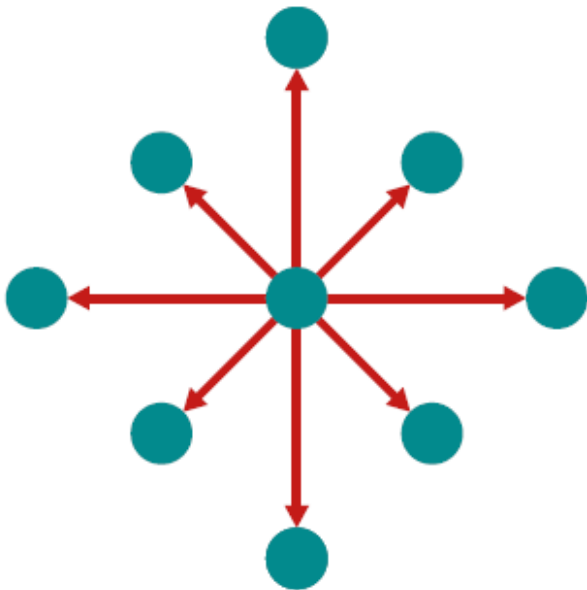**FIGURE 12.4** **Informal Communication in Organizations**
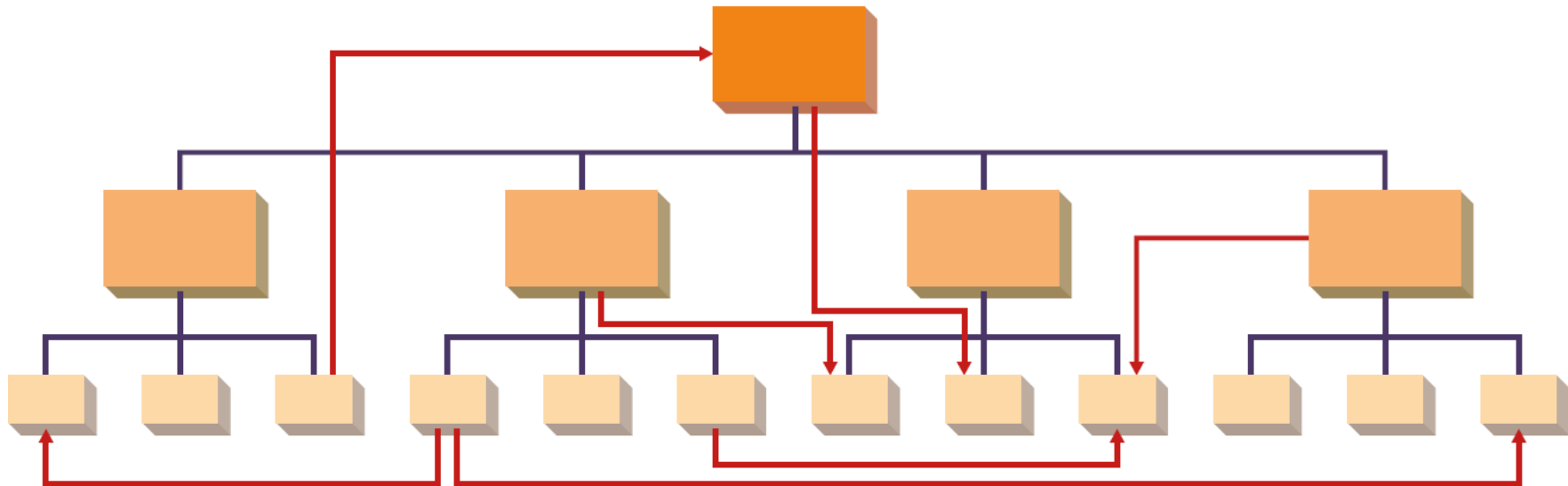
Informal communication network pathways

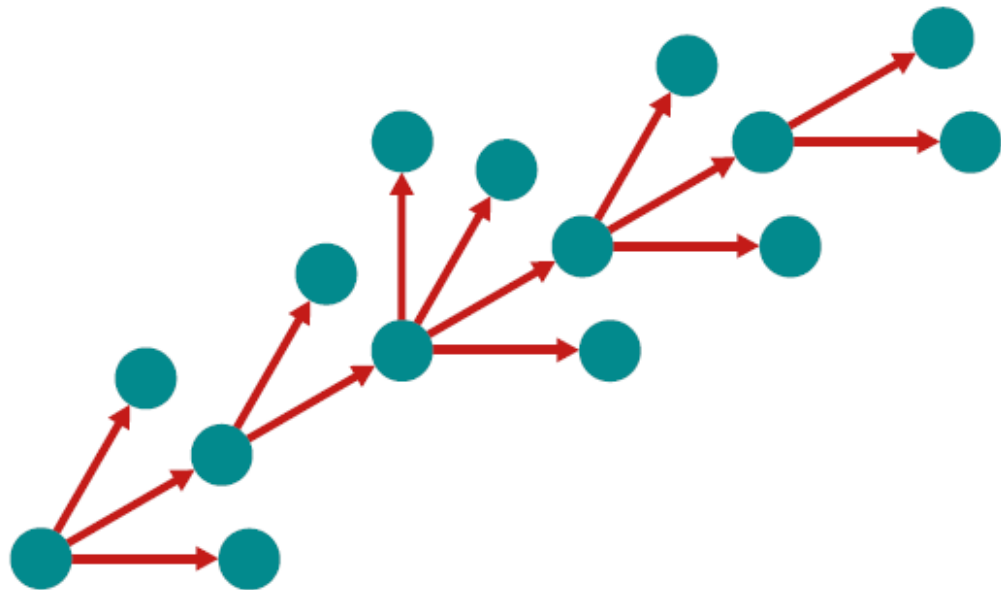# FIGURE 12.5   Common Grapevine Chains Found in Organizations

Gossip Chain
One person tells many

Cluster Chain
Many people tell a few

Management by Wandering Around

- Managers keep in touch with what's going on by wandering around and talking to people on all levels in the organization.

Nonverbal Communication

- Any communication exchange that does not use words, or uses words to carry more meaning than the strict definition of the words themselves.

  – Facial expression

  – Inflection and tone of the voice.

Words in message 7%

Inflection and tone 38%

Facial expression 55%

Nonverbal Communications

Kinds of Nonverbal Communications

Images

Settings

Body Language
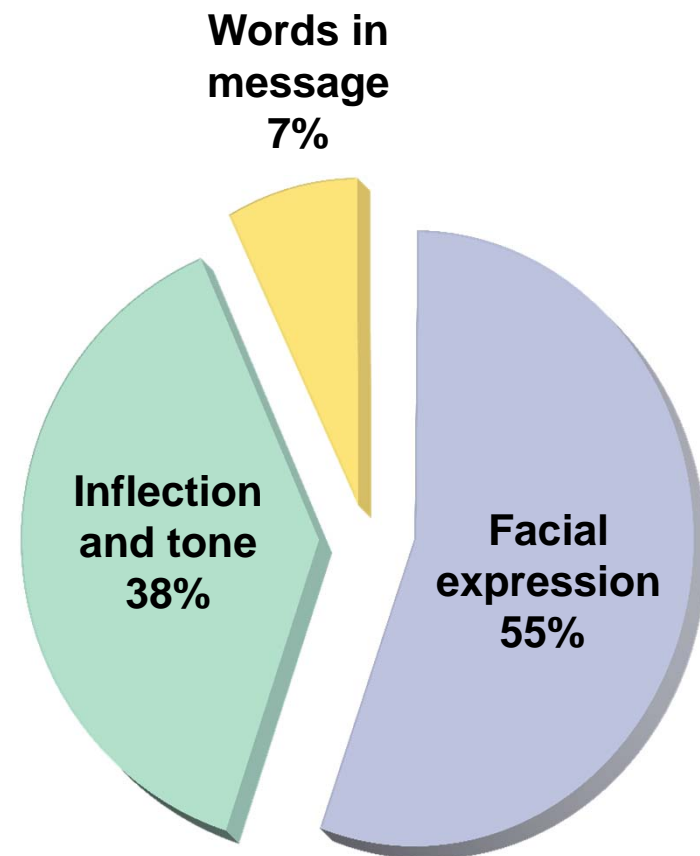
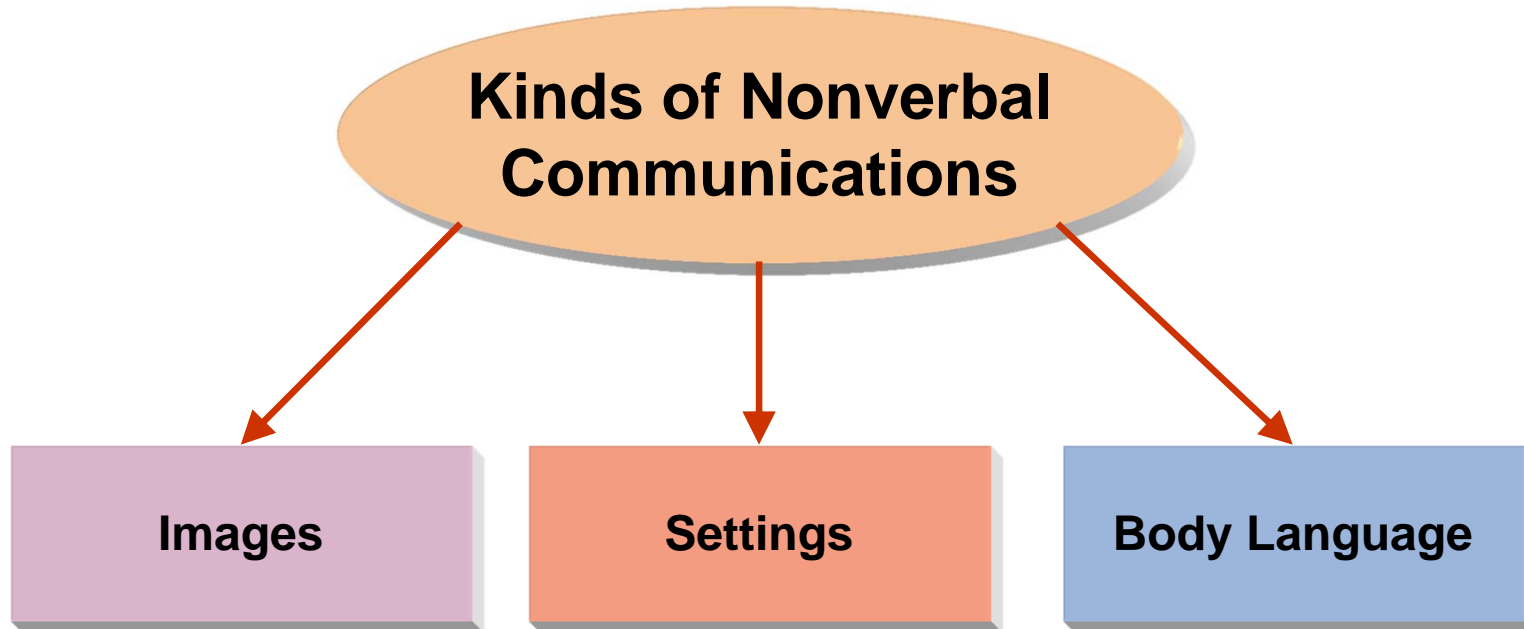# Other Nonverbal Communications

- **Images**
  - The kinds of words people elect to use to give emphasis and effect to what they say.

- **Settings**
  - Boundaries, familiarity, home turf are symbols of power and influence how people choose to communicate in organizations.

- **Body Language**
  - How people of different cultures and backgrounds physically position themselves and react to the stance and body movements of others has a strong influence on communications between individuals.

Table 12.1	Barriers to Effective Communication
Individual Barriers	**Organizational Barriers**
Conflicting or inconsistent signals	Semantics
Credibility about the subject	Status or power differences
Reluctance to communicate	Different perceptions
Poor listening skills	Noise
Predispositions about the subject	Overload
	Language differences

Barriers to Effective Communication

The Sender →
- Inconsistency
- Credibility
- Reluctance

The Receiver →
- Selective attention
- Attitudes
- Value Judgments

Both the Sender and the Receiver →
- Overload
- Semantics
- Status differences
- Power differences
- Perceptual differences
- Language differences
- Cultural differences
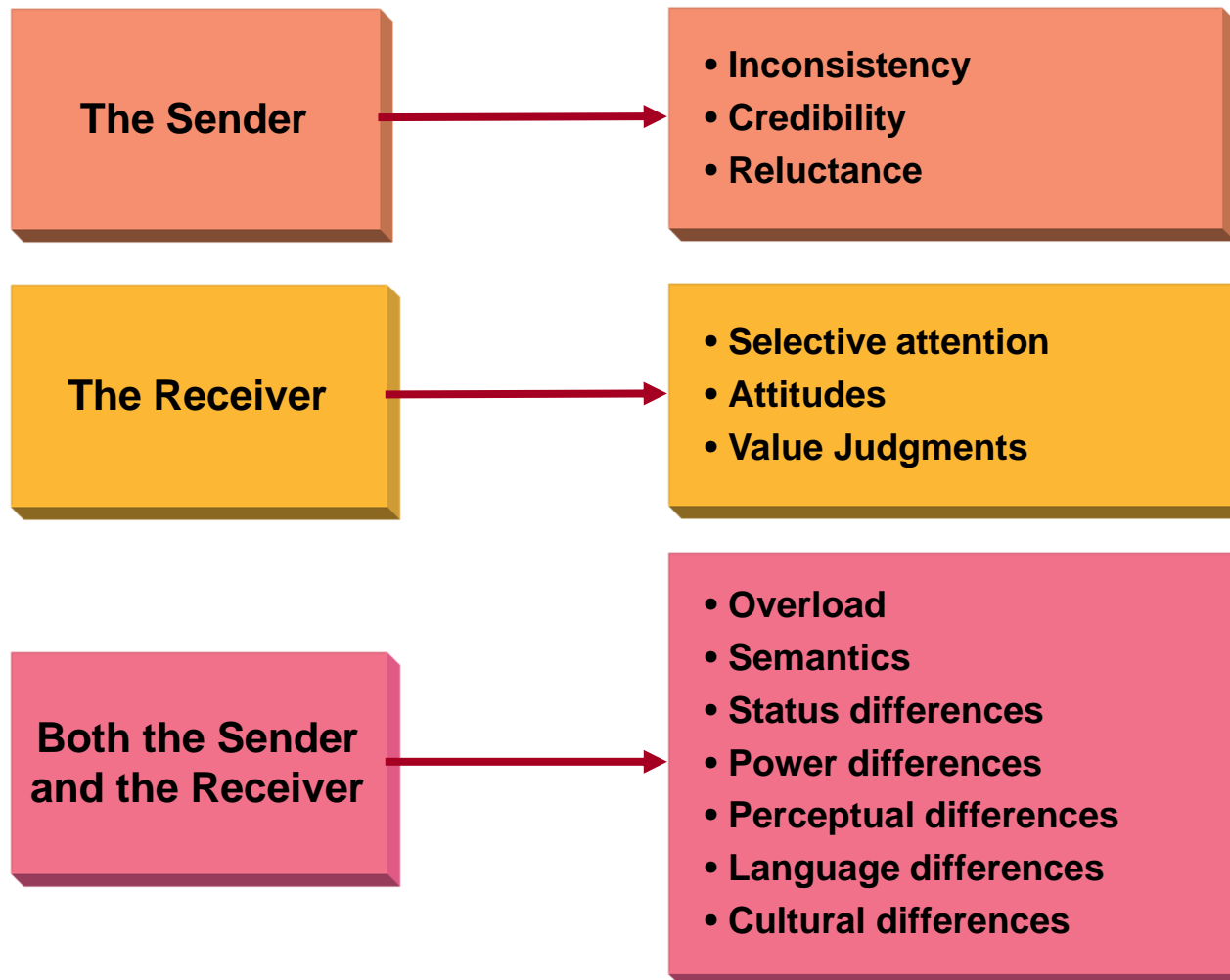
Table 12.2 — Overcoming Barriers to Communication

Individual Skills	Organizational Skills
Develop good listening skills	Follow up
Encourage two-way communication	Regulate information flows
Be aware of language and meaning	Understand the richness of media
Maintain credibility	
Be sensitive to the receiver's perspective	
Be sensitive to sender's perspective	

FIGURE 12.6 More and Less Effective Listening Skills

More Effective Listening

- Stays active, focused
- Pays attention
- Asks questions
- Keeps an open mind
- Assimilates information

Less Effective Listening

- Is passive, laid back
- Is easily distracted
- Asks no questions
- Has preconceptions
- Disregards information