

Organizing And Managerial Communication

Lecture 7

MGM111

Principle of Management

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Lec. 7

The main points:

- **Understanding Managerial Communications**
- **Identify the concept of communication skills**
- **Understand the principles of effective communication**





Organizing Your Employees

A job description

- ☐ is a written statement of what a jobholder does, how the job is done, and why it is done.
- ☐ It typically portrays job duties, working conditions, and operating responsibilities.

MANAGERIAL COMMUNICATION AND INFORMATION TECHNOLOGY



MANAGERIAL COMMUNICATION AND INFORMATION TECHNOLOGY

**Communication skills =
10% words + 30% (tone
+tuning) + 60% body language.**

What is communication?

In simple words we can say that

“just to convey the message”

- The transfer and understanding of meaning
- Everything that a manager does involves communicating

What is communication?

If we go in more detail we can say that communication is
the process of transmitting (A → B) & Receiving
(B → A) Messages.

What is communication?

Interpersonal communication

- occurs between people

Organizational communication

- all the patterns, networks, and systems of communication in an organization

Communication Skills

the process by which people exchange
information or express their thoughts and
feelings

Reason of communication

We communicate to:

Share our ideas and opinions

Provide feedback to others

Get information from others

Gain power and influence

Develop social relationships

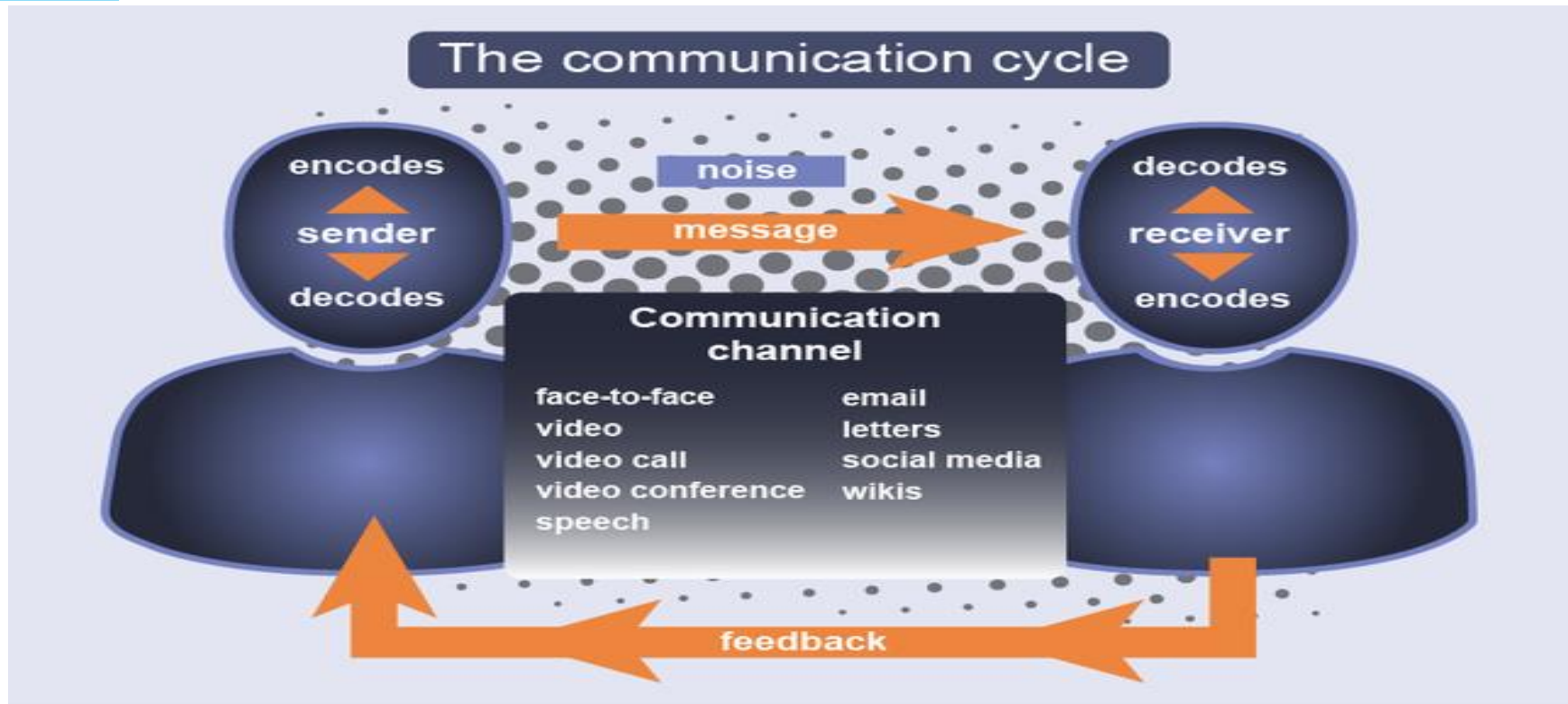
Maintain self-expression and our culture

other ideas you may have thought of

ORGANIZATIONAL COMMUNICATION

- **Formal Communication**
 - Communication that follows the official chain of command or is communication required to do one's job
 - Takes place within prescribed organizational work arrangements
- **Informal Communication**
 - Not defined by the organization's structural hierarchy

The communication process



The communication process

Process of Communication



PROCESS OF INTERPERSONAL COMMUNICATION

Message - a purpose to be conveyed

Encoding - converting the message in symbolic form

Channel - medium a message travels along

Decoding - retranslating a sender's message

Noise - disturbances that interfere with the transmission, receipt, or feedback of a message

Feedback is basically the **response/reaction** of **Receiver** after receiving the message.

Components of the Communication Process

Message

- is basically the basic idea that you want to communicate.
- The message may be
 - Verbal, means (Written or Spoken)
 - Non-Verbal, means(Symbols, Pictures or unspoken).
- This is very much important component of communication “Your message should be or MUST be clear and easy to understand”



Components of the Communication Process

Message, Con't

- The most important element in message is your **receiver** . You must be **well aware** about your receiver.
- While preparing a message you should keep in mind how your receiver will **interpret** the message.
- You (Sender) should also keep in mind your **relationship** with the receiver while preparing message.
- some times **wrong message** may create a loss to your organization , to yourself.
- or it can create a bad impression for you/your company.



Components of the Communication Process

Sender (Encoder)

When you sending the message, you are the “Encoder” . Here the word **you** mean **writer/Speaker** decides whether the message should be in written or oral. He/She may choose **Words, Symbols, Pictures or Graphics** that express the objective in the real sense.

Components of the Communication Process

Medium

is basically channel through which your message reaches to receiver & channel vary from situation to situation.

E.g. some of effective medium it may be: T.V, Radio, Papers

Or all of the above “keeping in view the **Importance** of the message.”

When we talk at **Micro /Organizational Level** the medium may be writing or non-Verbal



Components of the Communication Process

Receiver (Decoder)

To whom the message is being sent.

In simple words we can say that receiver is your reader (in case of press , letters etc.) or Listener (In case of TV, radio, Speaker Etc.)

Receiver is also known as decoder.



Components of the Communication Process

Feedback

Feedback is basically the **response/reaction** of **Receiver** after receiving the message.

Sender always need feedback to check whether the message effectively reached or not...? Or in other words....

Sender need feedback to examine the success or failure of the message.



Methods of Communicating Interpersonally

A wide variety of communication methods exist

Choice of a method should reflect:

- the needs of the sender
- the needs of the receiver
- the attributes of the message
- the attributes of the channel

The components of Effective Communication





Verbal Communication

having good communication skills
is all about the ability to

**Verbal Communication =
Speaking + Listening**

Non-verbal Communication

- **Your appearance**
- **Your body language**
- **The tone and the pace of your voice**
- **Eye Contact**

Methods of Communicating Interpersonally (continued)

Nonverbal communication - communication without words
body language - gestures, facial expressions, and other
body movements that convey meaning
verbal intonation - emphasis given to words or phrases
that conveys meaning
nonverbal component-usually carries the greatest
impact



EVALUATING COMMUNICATION METHODS

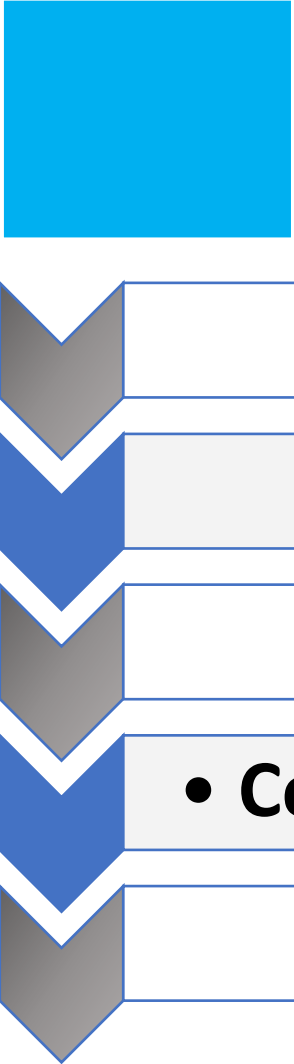
- 1.Feedback** - how quickly can the receiver respond to the message?
- 2.Complexity capacity** - can the method effectively process complex messages?
- 3.Breadth potential** - how many different messages can be transmitted using this method?
- 4.Confidentiality** - can communicators be reasonably sure their messages are received only by those intended?
- 5.Encoding ease** - can sender easily and quickly use this channel?
- 6.Decoding ease** - can receiver easily and quickly decode messages?



EVALUATING COMMUNICATION METHODS, Con't

- 7. Time-space constraint** - do senders and receivers need to communicate at the same time and in the same space?
- 8. Cost** - how much does it cost to use this method?
- 9. Interpersonal warmth** - how well does this method convey interpersonal warmth?
- 10. Formality** - does this method have the needed amount of formality?
- 11. Scan ability** - does this method allow the message to be easily browsed or scanned for relevant information?
- 12. Time of consumption** - does sender or receiver exercise the most control over when the message is dealt with?

How to achieve effective Communication

- 
- Encourage creative and Critical Thinking
 - Consider audience's information needs
 - Consider Audience's Technical Background
 - Consider Audience's Cultural Background and Gender
 - Consider Audience's Knowledge of the Subject



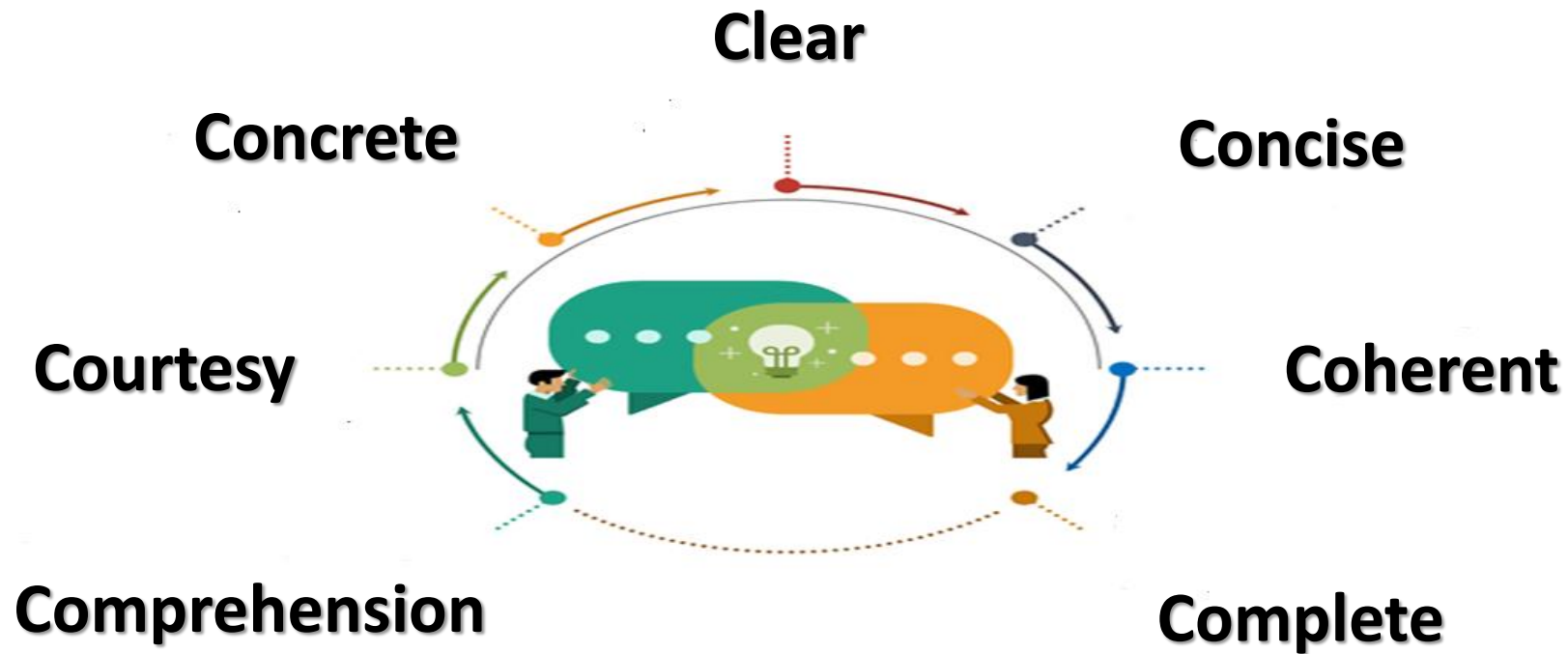
Digital Communication as a tool for workplace

For the past few years, almost all negotiations have been occurring virtually. But even before Covid-19, an increasing number of dealmakers were connecting through digital tools. Video technologies, low-cost teleconferencing, and email have all become efficient ways for teams to prepare together and to negotiate with counterparts.

Digital Communication as a tool for workplace

Advantages	Disadvantages
time constraints	Limitations with seeing a negotiator's emotions: There are non-verbal clues that come along with the physical mode of negotiation, such as facial gestures, hand movement, sitting positions, among many others. Virtual communication hardly gives access to all those features.
removes pressure from the negotiator. and allowed him to freely explore ideas, adjust strategy, and provide a more considered approach to their next input to the negotiation.	Technical challenges: there could still be technical challenges such as poor audio recording or limited bandwidth.
Sometimes, negotiating through email or text can also encourage a more sophisticated level of thinking and lead to more objective and rational solutions.	Misinterpretation of text: the other person at the end of the negotiation table might easily read another meaning.

Characteristics of Effective Communication the 7 C's



the 7 C's meaning

Clear	• main ideas easily identified and understood
Concise	• gets to the point without using unneeded words or images
Concrete	• includes specific examples or explanations
Coherent	• information presented in a logical sequence
Courteous	• polite, professional tone
Complete	• enough information so the audience can understand
Correct (Comprehension)	• in information, word choice, and grammar



Direction of Communication Flow

Organizational Communication Flows Information can flow in four directions in an organization: **downward, upward, horizontally, and diagonally.**

The size, nature, and structure of the organization dictate which direction most of the information flows



Direction of Communication Flow

Downward - flows from a manager to subordinates
used to inform, direct, coordinate, and evaluate employees

For example may be an announcement of a new CEO or notice of a merger with a former competitor. Other forms of high-level downward communications include speeches, blogs, podcasts, and videos. The most common types of downward communication are everyday directives of department managers or line managers to employees. These can even be in the form of instruction manuals or company handbooks.



Direction of Communication Flow

Upward - flows from subordinates to managers
keeps managers aware of employees' feelings
source for ideas on improving operations
amount of upward communication affected by the culture of the organization

For example, upward communication occurs when workers report to a supervisor or when team leaders report to a department manager.



Direction of Communication Flow

Horizontally - involves the exchange of information across departments at the same level in an organization (i.e., peer-to-peer communication). The purpose of most horizontal communication is to request support or coordinate activities.

An example: if the vice president of sales sends an e-mail to the vice president of manufacturing asking when a product will be available for shipping, this is an example of horizontal communication.



Direction of Communication Flow

diagonally - cuts across both work areas and organizational levels.

Other: cross-functional communication between employees at different levels of the organization.

For example, But if a sales representative e-mails the vice president of marketing, then diagonal communication has occurred.

Direction of Communication Flow

Diagonal communication is becoming more common in organizations with a flattened, matrix, or product-based structure. Advantages include:

- **Building relationships between senior-level and lower-level employees from different parts of the organization.**
- **Encouraging an informal flow of information in the organization.**
- **Reducing the chance of a message being distorted by going through additional filters.**
- **Reducing the workloads of senior-level managers.**
- **benefits efficiency and speed and e-mail facilitates diagonal communication**



Barriers to Effective Interpersonal Communication

Filtering - the deliberate manipulation of information to make it appear more favorable to the receiver

Selective Perception - what people see or hear on the basis of their interests, background, experience, and attitudes

Emotions - interpretation of a message affected by the way the receiver feels

Information Overload - information available exceeds processing capacity

Barriers to Effective Interpersonal Communication

Defensiveness - behaviors that result from feeling threatened

Language - meaning of words differs among people with diverse backgrounds

National Culture - cultural values affect the way people communicate

Overcoming the Barriers to Effective Interpersonal Communication

Use Feedback - ask a set of questions about a message to determine whether it was understood as intended

Simplify Language - tailor the language to the audience for whom the message is intended

Listen Actively - listen for full meaning

Constrain Emotions - emotions severely cloud and distort the transference of meaning

Watch Nonverbal Cues - actions should be aligned with words



Thank You