

Organizing And Managerial Communication

Prepared by Dr. Magdy Alhaj

MGM111
Principle of Management

Lecture 7





مجموعة جامعة
الجميع الذكية
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MIDOCEAN
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OPTION 04

Explain the interpersonal communication process

OPTION 03

Authority / Responsibility

OPTION 02

Departmentalization

OPTION 01

Basic Organizing Concepts

OPTION 05

Discuss how information technology affects organizations

OPTION 06

Project Communications Management



Objective

Chapter
7

Learn outcomes

- ☐ Basic Organizing Concepts
- ☐ Departmentalization
- ☐ Authority / Responsibility
- ☐ UNDERSTANDING MANAGERIAL COMMUNICATIONS
- ☐ Explain the interpersonal communication process
- ☐ Discuss how information technology affects organizations
- ☐ Project Communications Management

Basic Organizing Concepts

- **Organizing define:**
 - Arranging and grouping jobs, allocating resources, and assigning work in a department so that activities can be accomplished as planned.
- **Work Specialization**
 - (Division of Labor)
 - The process of breaking down a job into a number of steps, with each step being completed by a separate individual.
- **Span of Control**
 - The number of employees a supervisor can efficiently and effectively direct.

Basic Organizing Concepts

- **Unity of Command**

- A principle that states that an employee should have one and only one supervisor to whom he or she is directly responsible.

- **Authority**

- Rights inherent in a supervisory position to give orders and expect those orders to be obeyed.

Authority

- **Line Authority**
 - The authority that entitles a supervisor to direct the work of his or her direct reports and to make certain decisions without consulting others.
- **Staff Authority**
 - A limited authority that supports line authority by advising, servicing, and assisting.
- **Functional Authority**
 - Rights over individuals outside one's own direct areas of responsibility.

Authority / Responsibility

- **Responsibility**

- ☐ Supervisory obligations such as achieving a unit's goals, keeping costs within budget, following organizational policies, and motivating employees.
- ☐ is an obligation to perform assigned activities and it should be balanced with authority.
- ☐ The more ambitious and far-reaching the goals, the more authority is needed by the supervisor.

Where are Decisions Made?

- **Centralization**
 - Decision-making responsibility in the hands of top management.
- **Decentralization**
 - Pushes the decision-making process down in the organization placing it closer to the decision point.

How Are Employees Grouped?

- **Departmentalization**
- **Grouping departments based on work functions, product or service, target customer or client, geographic territory, or the process used to turn inputs into outputs.**

Departmentalization

- **1-Functional**

- Grouping activities into independent units based on functions performed.
- (Manufacturing, Research, Accounting, HR, Legal)

- **2-Product**

- Grouping activities into independent units based on problems or issues relating to a product.
- (Detergent, Toothpaste, Deodorant, Coffee, Aspirin)

Departmentalization

- **3- Geography**

- Grouping activities into independent units based on geography or territory.
- (Eastern Region, Western Region, Southern Region)

- **4- Customer**

- Grouping activities around common customer categories.
- (Government, Military, Corporate, Non-Profit Account)

Departmentalization

- **5- Process**

- Grouping activities around a process; this method provides a basis for the homogeneous categorizing of activities.
- (Press, Tube, Finishing, Inspect-Ship)

- **6- Matrix**

- A structure that weaves together elements of functional and product departmentalization.
- This structure creates a dual chain of command -- explicitly breaking the principle of “chain of command”.

Departmentalization

- **7- Simple Structures**

- A non-elaborate structure low in complexity, with little formalization, and with authority centralized in a single person; a “flat” organization with only two or three levels.

- **8- Horizontal Structures**

- Very flat structures used in small businesses as well as giant companies in which job-related activities cut across all parts of the organization.

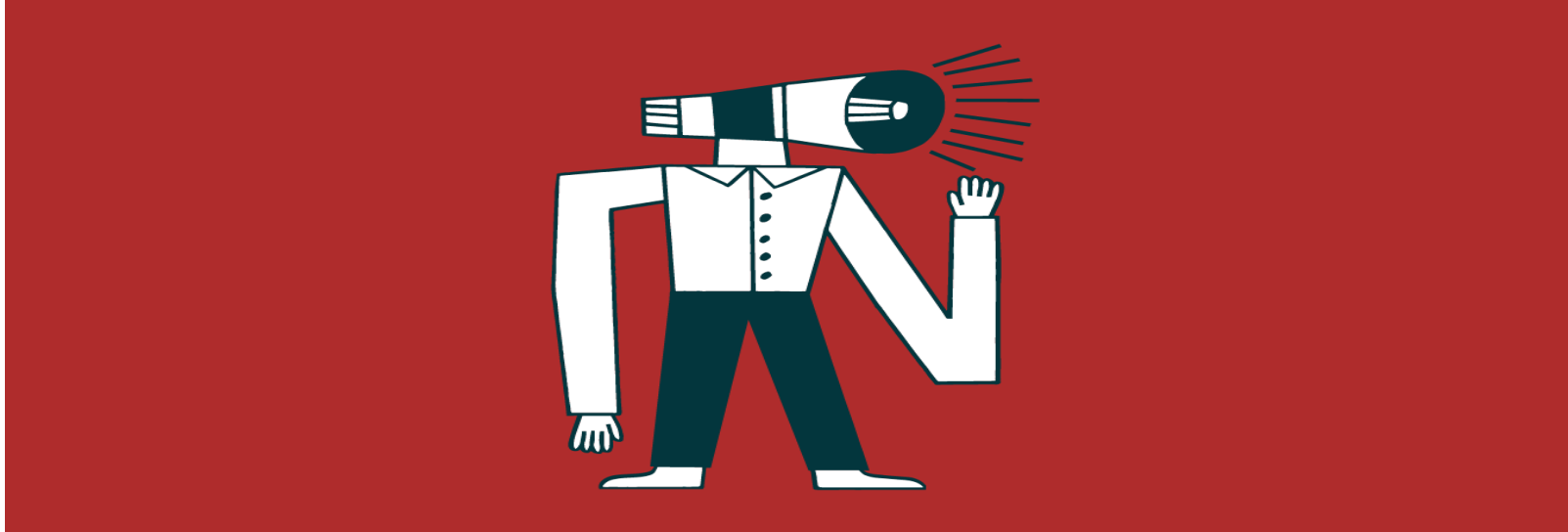
- **A job description**

- ☐ 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.

Empowerment Through Delegation

- **Empowerment**
 - is increasing an employee's involvement in his or her work through greater participation in decisions and expanded responsibility for work outcomes.
- **Delegation**
 - is the allocation of duties, employee empowerment, assignment of responsibility, and creation of accountability.
- **Accountability**
 - is the obligation to perform an assignment in a satisfactory manner.

MANAGERIAL COMMUNICATION AND INFORMATION TECHNOLOGY



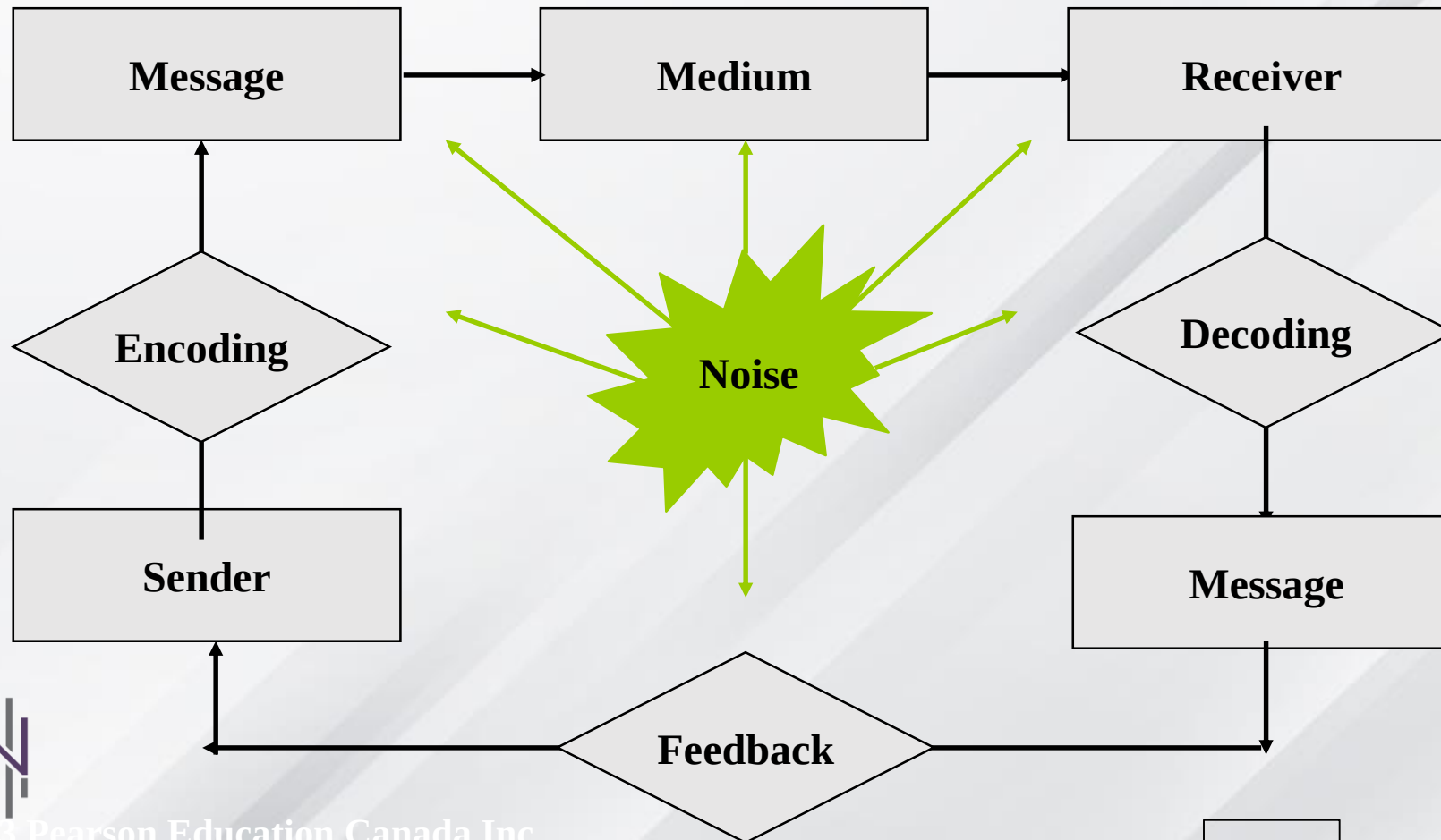
UNDERSTANDING MANAGERIAL COMMUNICATIONS

- **What is Communication?**
 - The transfer and understanding of meaning
 - Everything that a manager does involves communicating
 - **Interpersonal communication**
 - occurs between people
 - **Organizational communication**
 - all the patterns, networks, and systems of communication in an organization

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

THE INTERPERSONAL COMMUNICATION PROCESS



PROCESS OF INTERPERSONAL COMMUNICATION (continued)

- **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

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?
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?

PROCESS OF INTERPERSONAL COMMUNICATION (continued)

- 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

PROCESS OF INTERPERSONAL COMMUNICATION (continued)

- **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

PROCESS OF INTERPERSONAL COMMUNICATION (continued)

- **Barriers to Effective Interpersonal Communication (continued)**
 - **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

PROCESS OF INTERPERSONAL COMMUNICATION (continued)

- **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

- **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

Direction of Communication Flow

- **Direction of Communication Flow**
 - **Downward** - flows from a manager to subordinates
 - used to inform, direct, coordinate, and evaluate employees
 - **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

Direction of Communication Flow (continued)

- **Lateral** - takes place among any employee on the same organizational level
- **Diagonal** - cuts across both work areas and organizational levels
 - benefits efficiency and speed
 - e-mail facilitates diagonal communication

Organizational Communication Networks

- **Organizational Communication Networks**
 - Combination of vertical and horizontal flows into a variety of patterns
 - **Types of Networks**
 - **chain** - communication flows according to the formal chain of command
 - **wheel** - flows between a clearly identifiable and strong leader and others in a work group or team
 - **all-channel** - flows freely among all members of a work team
 - No single network is best for all situations

Organizational Communication Networks (continued)

- Organizational Communication Networks
- **Grapevine** - an informal network that is active in almost every organization:
 - important source of information
 - identifies issues that employees consider important and anxiety producing
 - can use the grapevine to disseminate important information
 - grapevine cannot be abolished

UNDERSTANDING INFORMATION TECHNOLOGY

- **How Technology Affects Managerial Communication**
 - **Information technology has changed organizational communication:**
 - disseminates more complete information
 - provides more opportunities for collaboration
 - employees are fully accessible

UNDERSTANDING INFORMATION TECHNOLOGY (continued)

- How Technology Affects Managerial Communication (continued)
 - **Networked Computer Systems**- linking computers through compatible hardware and software
 - **e-mail** - instantaneous transmission of written messages
 - **instant messaging (IM)** - interactive real-time communication
 - **voice-mail** - digitizes a spoken message
 - **fax** - allows transmission of documents containing both text and graphics over ordinary telephone lines
 - **electronic data interchange (EDI)** - permits the exchange of standard business transaction documents

UNDERSTANDING INFORMATION TECHNOLOGY (continued)

- How Technology Affects Managerial Communication (continued)
 - **Networked Computer Systems (continued):**
 - **Teleconferencing** - permits simultaneous conferral using telephone or e-mail group communications software
 - **videoconferencing** - participants can see each other
 - **Intranet** - Internet technology that links organizational employees
 - **Extranet** - Internet technology that links an organization with customers and suppliers
 - **Wireless Capabilities** - depends on signals sent through space without any physical connection

UNDERSTANDING INFORMATION TECHNOLOGY (continued)

- **How Technology Affects Managerial Communication (continued)**
 - ✓ based on microwave signals, satellites, radio waves, or infrared light rays
 - ✓ Communications among organizational members are no longer constrained by geography or time
 - ✓ psychological drawback - personal costs associated with being constantly accessible

Project Communications Management

☐ Importance of Good Communications

- ☐ The greatest threat to many projects is a failure to communicate
- ☐ Our culture does not portray IT professionals as being good communicators
- ☐ Research shows that IT professionals must be able to communicate effectively to succeed in their positions
- ☐ Strong verbal skills are a key factor in career advancement for IT professionals

Project Communications Management Processes

- ☐ **Communications planning: determining the information and communications needs of the stakeholders**
- ☐ **Information distribution: making needed information available in a timely manner**
- ☐ **Performance reporting: collecting and disseminating performance information**
- ☐ **Administrative closure: generating, gathering, and disseminating information to formalize phase or project completion**

Communications Planning

- ☐ Every project should include some type of communications management plan, a document that guides project communications
- ☐ Creating a stakeholder analysis for project communications also aids in communications planning

Communications Management Plan Contents

- ☐ A description of a collection and filing structure for gathering and storing various types of information
- ☐ A distribution structure describing what information goes to whom, when, and how
- ☐ A format for communicating key project information
- ☐ A project schedule for producing the information
- ☐ Access methods for obtaining the information
- ☐ A method for updating the communications management plans as the project progresses and develops
- ☐ A stakeholder communications analysis



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Thank You

