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University



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Organizing and MANAGERIAL COMMUNICATION

Chapter- 5 lectuer-1

MGM111

Principle of Management

LEARNING OBJECTIVES

- ☐ ***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.

(Casting, Press, Tube, Finishing, Inspect-Pack-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.

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.

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

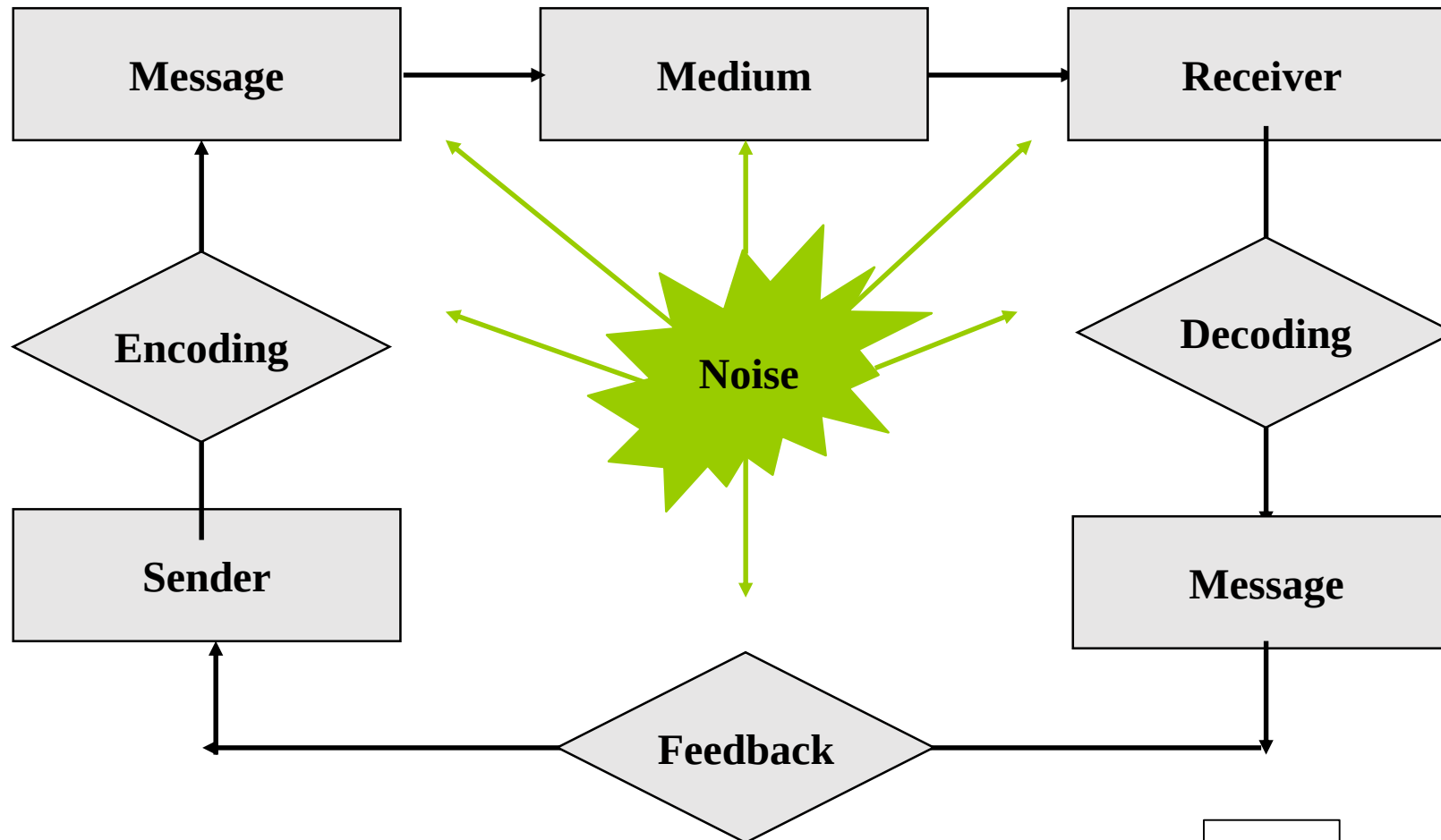
- ***What is Communication?***

- 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
 - **jargon** - specialized terminology used by a group
 - **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

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

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