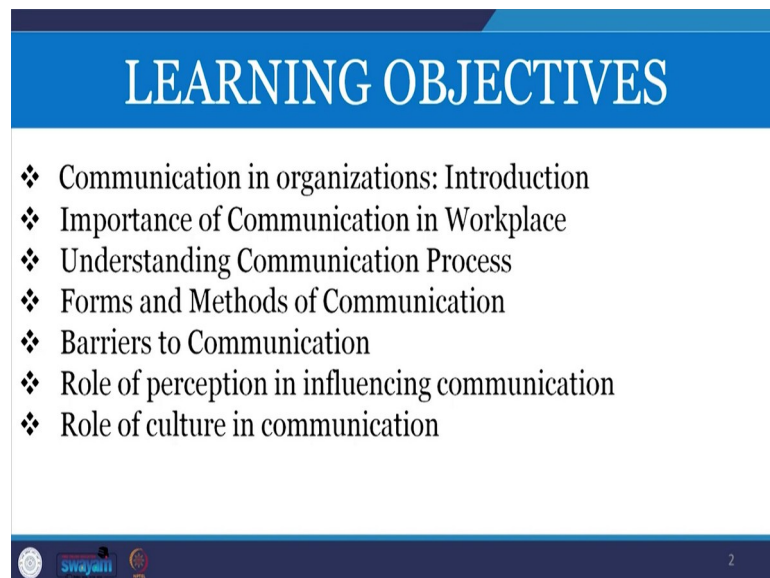


Principles of Management
Prof. Usha Lenka
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture - 51
Organizational Communication - I

So, in this lecture we will be discussing about Organizational Communication. How organizational communication is important in the workplace, understanding the communication process, the barriers in communication, and how we can make communication more effective.

(Refer Slide Time: 00:43)



LEARNING OBJECTIVES

- ❖ Communication in organizations: Introduction
- ❖ Importance of Communication in Workplace
- ❖ Understanding Communication Process
- ❖ Forms and Methods of Communication
- ❖ Barriers to Communication
- ❖ Role of perception in influencing communication
- ❖ Role of culture in communication

2


So, learning objective here is communication in organization and introduction, importance of communication in the workplace, understanding the communication process, forms and methods of communication, barriers to communication, and role of perception in influencing communication process, role of culture in communication.

As we all know, communication is very important in the workplace today. It can make or break relationship. It is important for managers to communicate with external environment to convey vision and goals of the organization.

(Refer Slide Time: 01:21)

INTRODUCTION

- ❖ Communication is one of the most important tasks of managers.
- ❖ It is important for managers to communicate with external environment to convey vision and goals of the organization.
- ❖ Communication between managers and employees provides the information necessary to get work done in organizations. Communication is **linked to managerial performance**.



3

Communication between managers and employees provides information necessary to get work done in organization. Communication is linked to managerial performance. As we know that present day world, the business environment is highly dynamic and complex. In a complex and competitive business environment, challenge of organization is to sustain and survive. In order to sustain communication plays a major role, that we will be discussing in this particular lecture.

(Refer Slide Time: 01:51)

The Importance of Communication Skills as Expressed by Business Authorities

“Top executives from Fortune 500 companies rate communication skills as the most important quality for business leaders.”
-- New York Times

“There may be no single thing more important in our efforts to achieve meaningful work and fulfilling relationships than to learn and practice the art of communication.”
--Max De Pree, Author, The Art of Leadership

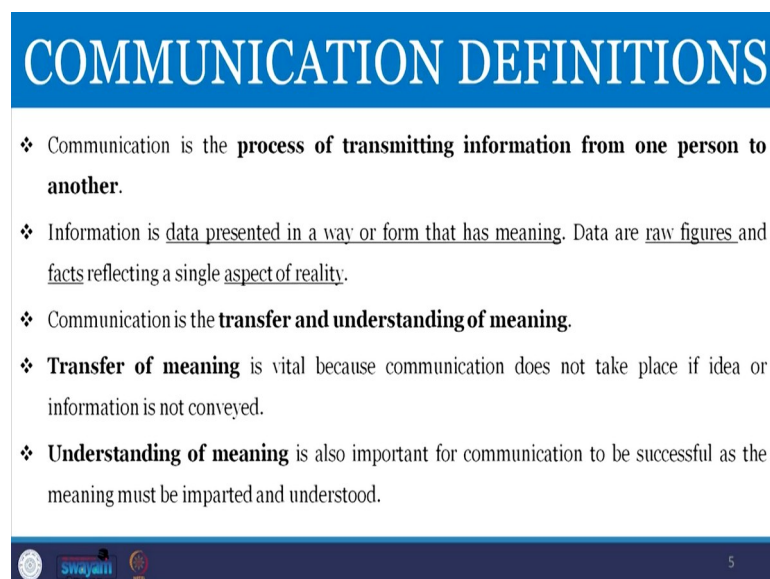
3

Top executives from Fortune 500 companies rate communication skills as the most important quality for business leader, as reported by New York Times. And, there may be no single thing more important in our efforts to achieve meaningful work and fulfilling relationships than to learn and practice the art of communication, Max De Pree, in *The Art of Leadership*.

So, how communication skills is most important in day to day business world as these are expressed by the business leaders or business authorities. Communication definition; what is communication, how the meaning can be transferred from the source to the audience, so that the information is sent most effectively.

Communication is the **process of transmitting information from one person to another person**. In the process of transmitting information, the sender has to see, ascertain that the message has been conveyed appropriately or the message has been conveyed in a most effective manner.

(Refer Slide Time: 03:08)



COMMUNICATION DEFINITIONS

- ❖ Communication is the **process of transmitting information from one person to another**.
- ❖ Information is data presented in a way or form that has meaning. Data are raw figures and facts reflecting a single aspect of reality.
- ❖ Communication is the **transfer and understanding of meaning**.
- ❖ **Transfer of meaning** is vital because communication does not take place if idea or information is not conveyed.
- ❖ **Understanding of meaning** is also important for communication to be successful as the meaning must be imparted and understood.

swayam 5

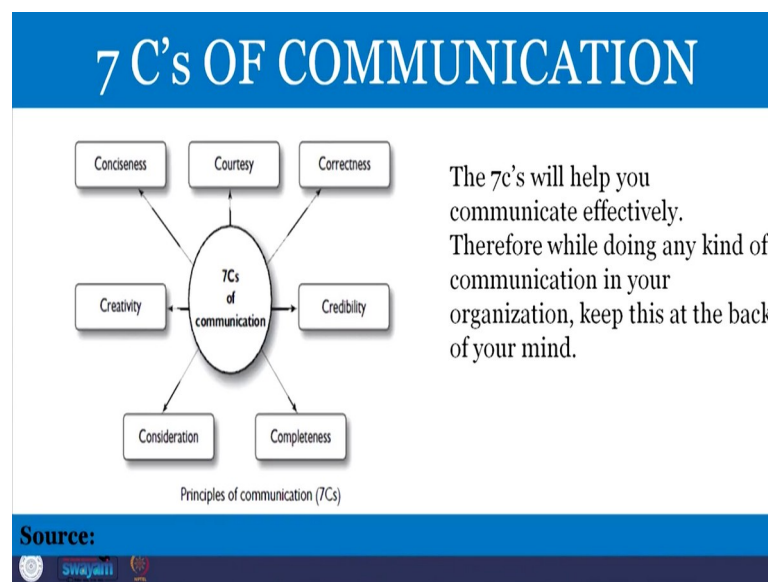
Information is data presented in a way or form that has meaning. So, information which has mean or a meaningful information has to be transferred from one person to another person. Data are raw figures and facts reflecting a single aspect of reality. Communication is transfer and understanding of a meaningful information.

Transfer of meaning is vital because communication does not take place if idea or information is not conveyed. Understanding of meaning is also important for communication to be successful. The characteristics of communication; as all of us know that a message has to be transferred from a sender to a receiver.

So, it is a two-way process, and this does not end up here. The message has to be understood by the receiver. So, feedback is generated from the receiver. So, it is a two-way process from source to receiver and receiver to source. It is a continuous process. Communication does not end with one message or with transfer of one message. It is very essential in day to day business world as already we have discussed.

Why is it essential? Be it in when you work in an organization, there are several messages to be transferred in both written and oral form. So, the message has to be conveyed in various ways; in the meetings, through minutes of meeting, through the reports, then memorandum, notification. So, without communication work does not get done.

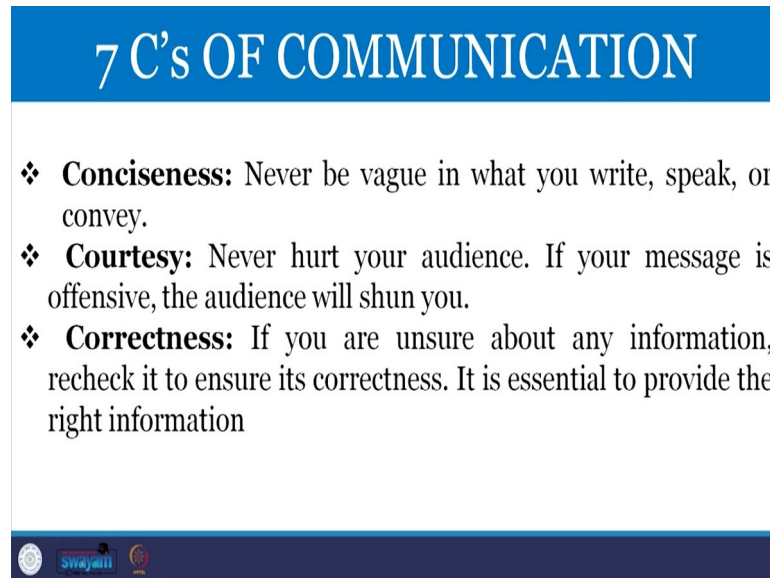
(Refer Slide Time: 04:59)



So, objective and purpose: purposeful, communication is pervasive across all organizational levels. There are 7 characteristics of communication or 7 C's of communication. Communication; the 7 C's will help us to communicate effectively in the workplace. We must understand what are these 7 C's and how they are relevant in the workplace.

Therefore, while doing any kind of communication in your in our organization, we must keep this these 7 C's in the in our mind: conciseness, courtesy, correctness, creativity, credibility, consideration, and completeness.

(Refer Slide Time: 05:35)



So, what is conciseness? Never be vague in what you write, speak, or convey. The message should be short and concise rather than too long and meaningless. So, it should not be consisting of vague words, never be vague. It should be consistent, it should be concise, and meaningful, when we write or when we speak.

Courtesy: never hurt your audience. While we speak, as we have already discussed that communication can make or break relationship. So, when we are conveying a message to either one person or to a large audience, we should never hurt anybody who is at the receivers end or the audience sentiment should not be hurt. If your message is offensive, the audience will shun that message will shun the source.

Correctness:-if you are not sure about any information, we need to check it again for correctness. So, correct information must be passed on. It is essential to provide the right message and meaningful message. Credibility: the source of message or the sender must be credible or authenticity of the source is must be checked in any kind of communication.

Complete message ensure that your message is completed in all aspects, it should not be a half said or half written or the meaning should be complete and correct. Consideration: be considerate or send messages keeping the audience in mind. When we sent a message, whether it is good news or bad news or a persuasive message, the message we should draft or speak in such a manner that the audience sentiment is not hurt, audience acceptability is kept in mind.

Creativity: try and be creative in the way you send the message. Creativity means when we write, how we articulate the message, how we can write in such a manner which will also be pleasing enough for the audience.

(Refer Slide Time: 08:03)

The slide features a blue header with the title "4 S's OF COMMUNICATION" in white. Below the header, on a white background, are four bullet points, each preceded by a blue diamond icon. The bullet points define the four S's of communication. At the bottom of the slide is a dark blue footer containing three small circular logos and the word "swajati" in white.

4 S's OF COMMUNICATION

- ❖ **Sincerity** : The sincerity shows up in the tone of communication and the language that you write.
- ❖ **Shortness**: It means the ability of the sender to draft his message in a crisp and simple style.
- ❖ **Simplicity** : The sender's ability to make a message as simple as possible.
- ❖ **Strength** : The strength of any message comes from the fact that it conveys the meaning intended and does not distract itself from the central theme.

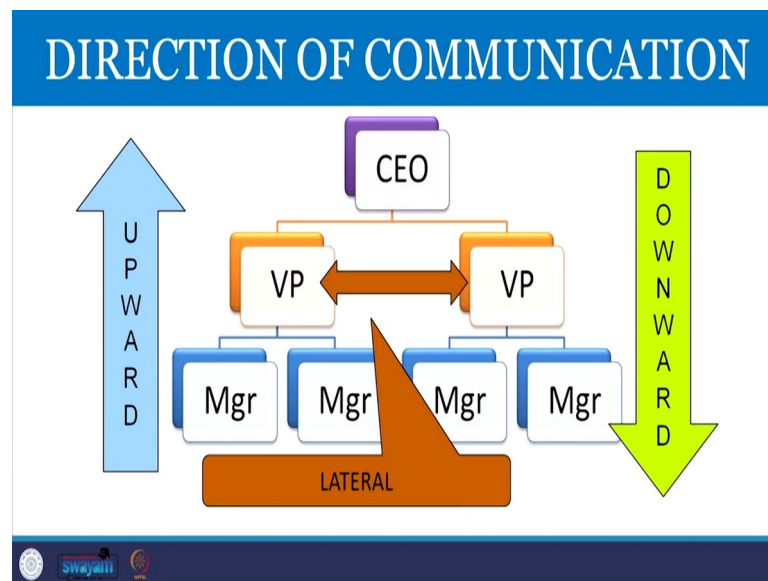
swajati

So, apart from the 7 C's of communication, there are also 4 S's which are also very important in communication process. Sincerity, shortness, simplicity, and strength of message. Sincerity means; when the tone of communication and the language that we write, we must be very choosy, we must be very selective in the selection of words and taking care of how the audience will receive it.

Shortness; it means the ability of the sender to draft his or her message in a crisp and simple style. The reason being, long messages sometimes are ignored. If the message is short and meaningful, the sender acceptability will be higher. Simplicity; sender's ability to make a message as simple as possible.

So, what it conveys is that, the message that we say, the message that we write should be also written in a simplest form, simplest manner, that people do not have to spend much time to understand the message or the message meaning does not get distorted. The strength of the message is any passage that comes from the fact that it conveys the meaning which is intended and does not distract itself from the central idea or central theme.

(Refer Slide Time: 09:27)



Direction of communication. What is exactly the direction of communication? In what direction the communication flows in the organization? There can be upward flow and downward flow of communication. Downward means, from the top to bottom, if the message is sent which is downward. And upward is when you give message from bottom to the top, message is conveyed it is called upward communication.

In the form of say, the feedback generated from the lower level of management to the top management. Downward communication comes in the form of the guidelines, directions, directives, achievement of goals. Lateral communication is between to manage between the peers or one department to another department, people having the same positions. So, the three directions that we discussed is upward, downward, and lateral communication.

(Refer Slide Time: 10:32)

FUNCTIONS OF COMMUNICATION

- Control member behavior
- Foster motivation
- Provide a release for emotional expression
- Provide information needed to make decisions
- Coordinating work activities
- Fulfilling the drive to bond
- Knowledge management



Courtesy of Sun Microsystems



The functions of communication. How does communication play a major role in controlling the behavior of people in the organization? The major functions are: it controls member behavior. What is controlling the behavior of member? The language that you use, or the message that you convey, or communication at large helps in influencing the behavior of people.

The manager conveys a message to his subordinates. So how the communication can control the behavior of other members, if the message is effective. Foster motivation; if you want to motivate a group of workers working with you or a group of employees working in the team, so the message can also help in fostering motivation, creating a sense of an urgency to work for as for the directives given by the boss.

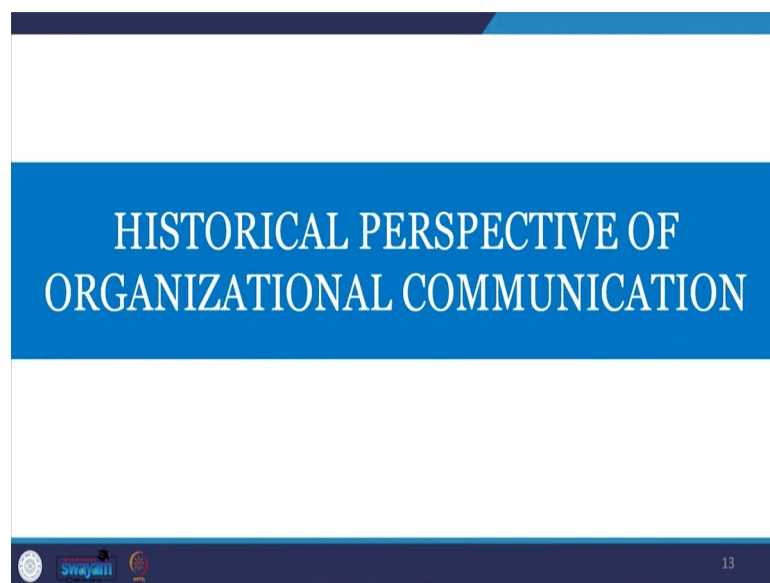
Provide a release of emotional expression. Generally, in the workplace the reasons of conflict are because of miscommunication or distorted communication or when the idea is not interpreted properly by the receiver. As we know that people have some kind of perception about each other.

They also have say emotional imbalance or disturbance or because of some reason there are some interpersonal conflicts or issues. Through communication people can vent out their fear, vent out their anger, vent out their emotions, when emotional expressions can also be released through communication.

So, provide information needed to make decisions. It also helps in taking decisions and coordinating work activities in the workplace and fulfilling the drive to bond together. So, as we communicate, we can understand the sentiments of other people, and we can develop an effective relationship.

So, it helps in bonding or in developing a kind of bond between two individuals or one or many individuals. It is also an important machinery for managing knowledge in the organization.

(Refer Slide Time: 12:53)



(Refer Slide Time: 12:54)

TABLE 1-1
Historical Perspective of Managerial Communication

Era	Characteristics	Communication
Ancient and medieval	Initial efforts to organize commerce	Written records
Scientific management	Clearly defined job duties, time specifications for completing the task, adhere to rules	One-way communication, heavy reliance on written job instructions and rules
Administrative management	Emphasis on authority and discipline	Similar to scientific management: one-way communication
Human relations	Relationship among managers and workers is important	Listening and two-way communication
Behavioral	Complexity of organizational behavior and communication recognized	Difficult to apply theories
Empowerment	Distribution of power to everyone in the organization	Two-way communication; participation of employees
Contingency	Interdependence of jobs, organizations, and people	Communication strategy must be applied to the situation

Source:

What is a historical perspective of organizational communication? As we know that, communication has evolved over a period of time and the theories of management have been the reasons behind the evolution of communication theory. In the traditional business environment, as we have seen that there was the business environment was mostly stable, and present business environment if we compare it is dynamic, competitive, business environment.

So now the question comes, do you think that the business environment has an influence on how the communication has evolved? Yes, to a large extent if we see, that stable business environment there was monopoly of some companies and the business environment, there was no choice given to the employees the employees used to work in one organization during the entire tenure of or during their employment tenure.

But today, in a competitive and dynamic business environment there are many business organizations in an industry and people have also different choices, they can leave the organization. So, it has encouraged a sense of two-way communication unlike the past, where there was one or top down approach being followed in communication.

And, in this slide we will be discussing about how the ancient theories of communication or the theories of management have influenced the written form of communication, top manage; top down approach, bottom up approach, or one way or two way communication process, or an all channel communication process.

So, ancient and medieval period, it was internal efforts to, the focus was to organize commerce.

And the emphasis was mostly on the written text or written records. Scientific management principles which consider the business organizations to be running on the principles of scientific management, where the organization was perceived to be having a machine metaphor, where people can be given instructions by the top management without taking care of the feedback or without taking understanding what the people or what employees want.

And the characteristic was clearly defined job duties, and time specification for completing the task. Adherence to rules was given more emphasis. Communication; how

does it impact communication? Communication was one way, mostly one way communication.

Heavy reliance on written job instructions and rules. And the third concept was administrative theory of management or administrative management practices, which was given by Henry Fayol or theory of authority structures and relations.

The emphasis on authority and discipline in the organization, this was the major characteristics of organization which were run on the principles of administrative management. The communication and its impact on communication. Similar to the scientific management which was proposed by Fredric Winslow Taylor and the other management theorists like Frank and Lilian Gilbreth.

The scientific management which gave one way communication emphasis on one way communication process, similarly the administrative theory or administrating principles of management also focused on one way communication process.

Then came, the fourth revolution was human relations movement, where the employee relationship was given major emphasis and relationship among managers and workers was considered to be most important. Major characteristics of the human relations theory of management. And, its impact on communication, how it influenced communication.

So, as the focus was on relationship building among managers, relationship among the employees working in the organization, so listening and two-way communication started evolving. The concept of listening to the woes of workers, listening to the peers and getting feedback was considered as also important in communication process, and two-way communication came into being.

The next concept is behavioral theory of management. Where the human behavior or employee behavior was given more importance. Complexity of organizational behavior and communication was also studied from that perspective. So, this theory also influenced the communication process.

Here, the emphasis was also on two-way communication process. After that the focus of management theories, the management perspective change from the behavioral approach to empowerment of employees in the workplace. Distribution of power to everyone in

the organization. So, distribution of power to in decision making power, access to information was given to every employee.

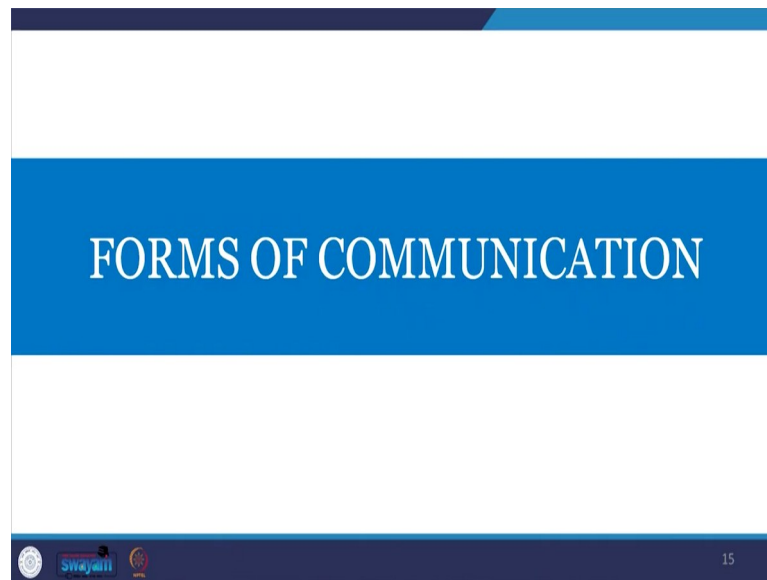
So, resource allocation was also made to the employees who were in different hierarchical positions. This theory also influenced the communication theory or the communication perspective in the organization and emphasis was on two-way communication, participation of employees, employee's participation was encouraged in decision making.

And the last one that is contingency theory of management; the major characteristics was interdependence of job and organization and people. As we discussed now the business environment is highly complex and dynamic. And in a complex and dynamic business environment, one organization cannot just be sustainable without being dependent on other organizations using other resources.

So, interdependence is the significant criteria for a sustainable business in a contingency from the perspective of contingency theory of management. What is the role of communication or how this theory has impacted communication process? Communication strategy is applied as per the situation.

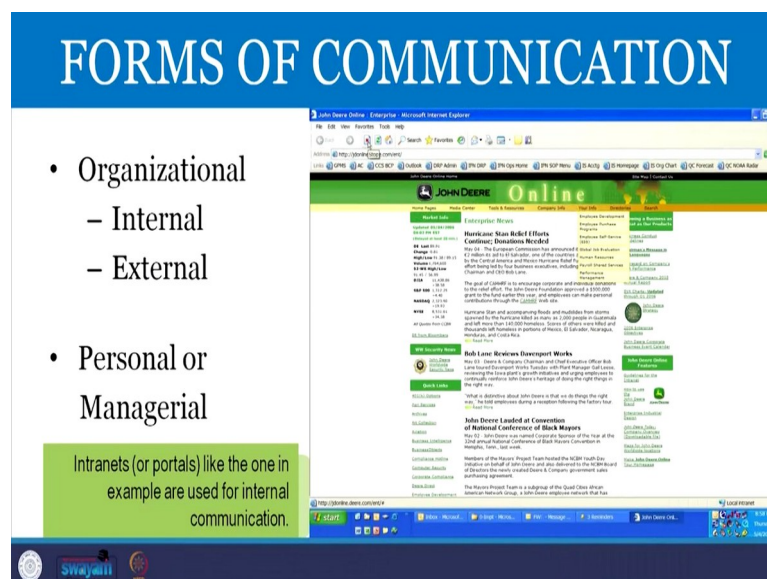
It is not just one way formula or one way approach or two-way process of management or participation, but it varies from situation to situation. What is, it depends on it is situation dependent or contingent dependent.

(Refer Slide Time: 19:50)



Then next, we will discuss about various forms of communication. What are the various forms of communication?

(Refer Slide Time: 20:00)



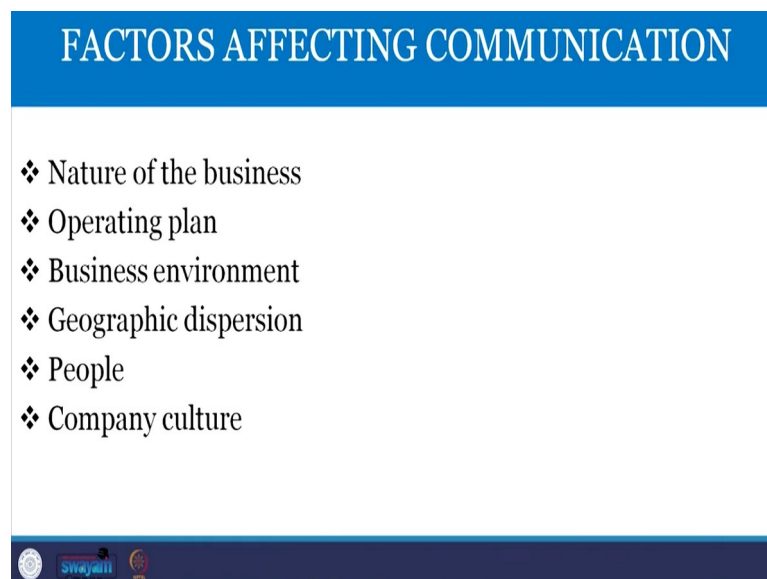
Broadly if you see, the two major forms of communication are internal organizational communication and personal or managerial communication. In organizational communication, we will be discussing about internal organizational communication or internal corporate communication, and the second one is external corporate communication or external organizational communication.

Factors affecting communication process; what are the major factors affecting the communication process? As we discussed, nature of business influences the communication process, historical perspective of communication.

So here, in this slide we will be discussing about what is the nature of business and how does it influence communication, operating plans, does it really influence the communication process, business environment, geographical dispersion of people, and then people in the organization and company culture.

Nature of business in a manufacturing industry and in a service industry the communication is completely different. It is because the workplace setup is different, the nature of business is different. In service also there are several categorizations, whether in IT sector in hospitality, in health care, the business is or the communication depends on the nature of the business.

(Refer Slide Time: 21:24)



Operating plan; what type of plan you have, what is the mission of the organization based on that communication also varies. Business environment as discussed in the previous slide. The business environment can be stable, can be dynamic.

In a dynamic business environment, because the challenges are many, the options for employees are many, they can there would be, the sustainability is a challenge and

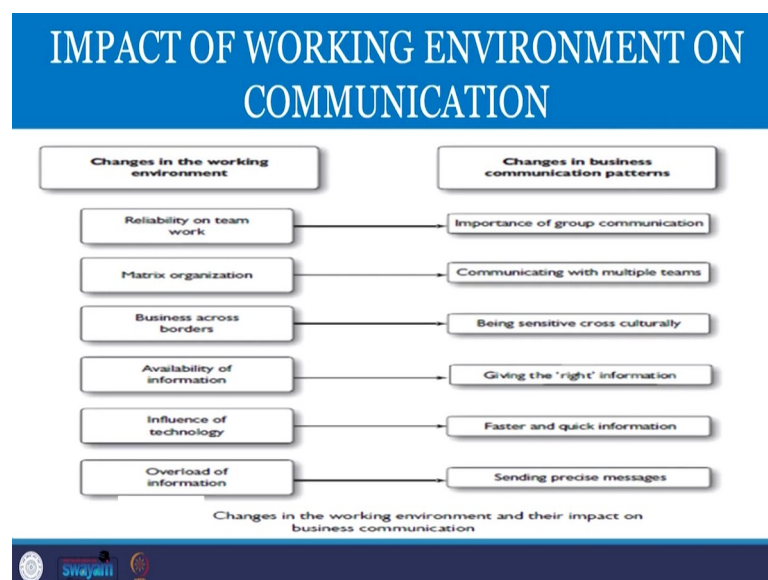
resources are also ample, so the communication would be not just top down or bottom up would, but would be all channel depending on the contingent situation.

Geographic dispersion of, as we know that because in the present business environment, there is also intervention of ICT, information and communication technology and as organizations are in order to sustain and survive, they have also gone beyond the organizations are expanding, growing to different geographical places, that not necessarily all employees are located in one place.

They are in geographically dispersed locations in those locations the communication can be through mediated or through technology mediated communication and not just face to face communication. People: what is the level of education of the people or the position of the people, based on that also communication differs.

Company culture: what type of culture is the company having? Whether it is a participative culture, it's a clan culture, and how communication is influenced. So, impact of working environment on communication process, changes in the working environment and its impact on changing changes in business communication pattern, reliability on teamwork.

(Refer Slide Time: 23:17)



Importance of it. If the workplace desires that there should be more reliance on teamwork. So, importance of group communication or say all channel communication or

there should be one say one leader or nodal agency through which communication can happen. If the organization has a matrix type of structure, matrix structure means where there are two bosses and the employees reporting to two different bosses.

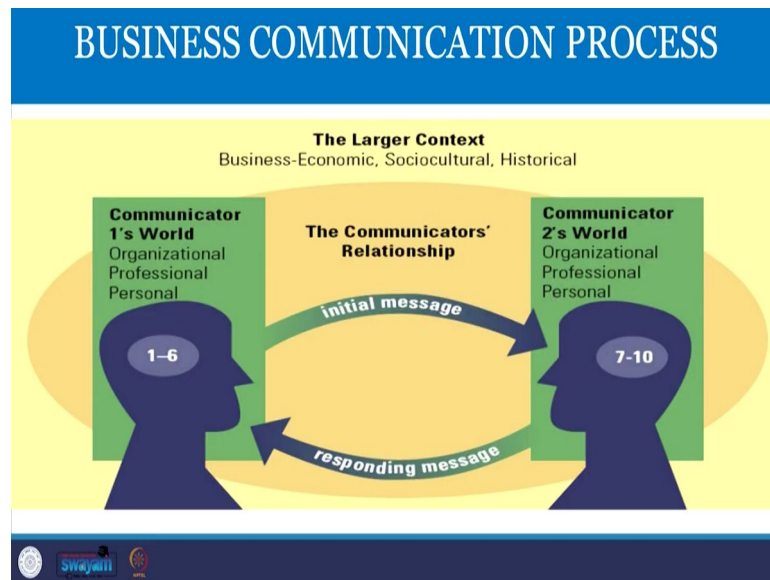
So, communication with multiple teams, it's not one team but multiple teams where the communication can happen. Business across borders and being sensitive cross culturally. When the business is not limited in one place, but it is spread across different culture, different societies, different places, different geographical locations, the communication has to be more sensitive towards culturally sensitive or cultural sentiments of receivers.

Availability of information: how the information is available, and how the right kind of information has to be given to employees. So, the message should be emphasis should be giving right communication or right information. Influence of technology: how technology can influence in communication, faster it will help in giving faster and quick information.

Communication overload sending precise messages. When there are in one day, today if you just open your email, you will see a flurry of messages, and manager gets confused which one is more important. So therefore, writing short messages, sending precise messages are really considered to be very significant. So next, we will be discussing about communication process.

What is communication process? Business communication process has been given by the management theories Shannon and Weaver.

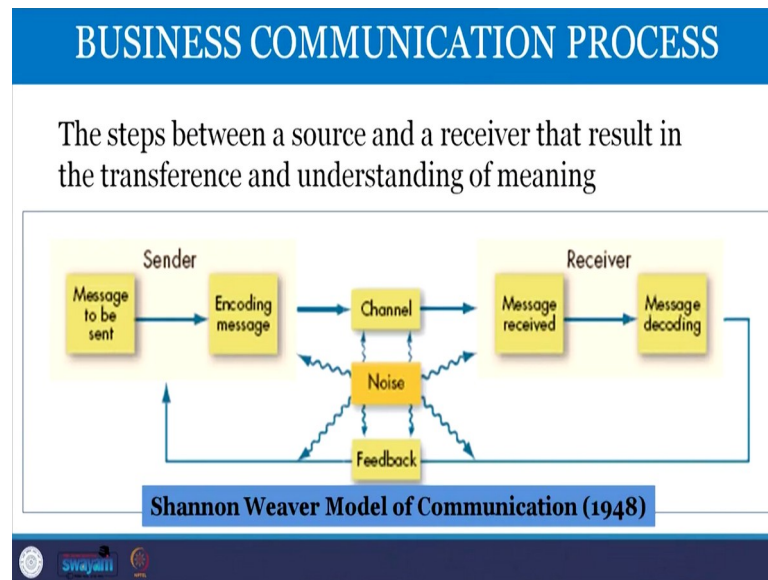
(Refer Slide Time: 25:17)



Shannon and Weaver, they were communication experts or the communication theorists, they have given this process of communication. In any context, whether it is one to one or one to many communications, it starts with there is a sender who sends a message to the receiver.

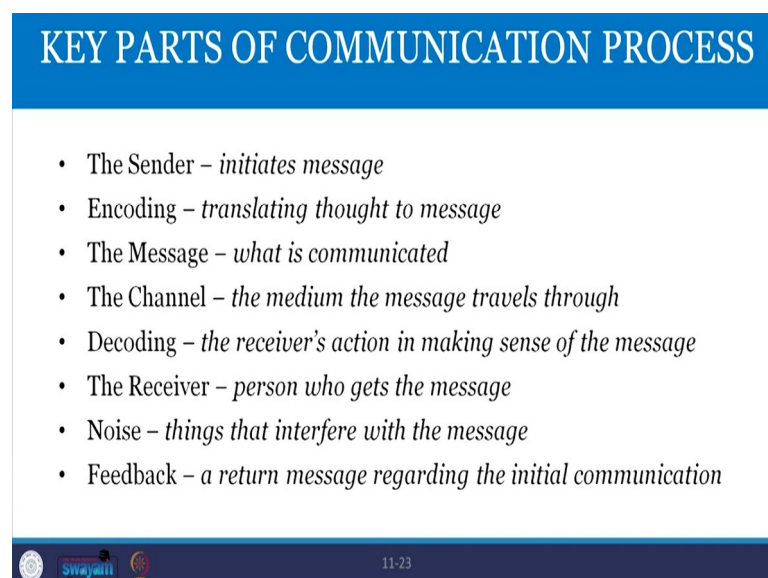
So, the sender in either organizational or professional communication or in a personal communication, this is the standard procedure of bridge, sending a message to the receiver or the audience. So, to understand this process in more details, the entire communication process if we break down into small steps, we can see.

(Refer Slide Time: 26:02)



The steps between a source and a receiver that results in the transference and understanding of meaning. Messages sent to the receiver, encoding of message, then it is sent through a channel, and messages received, the message is decoded and a feedback is generated in the Shannon Weaver communication model proposed in the year 1948. And there is a noise in the communication process.

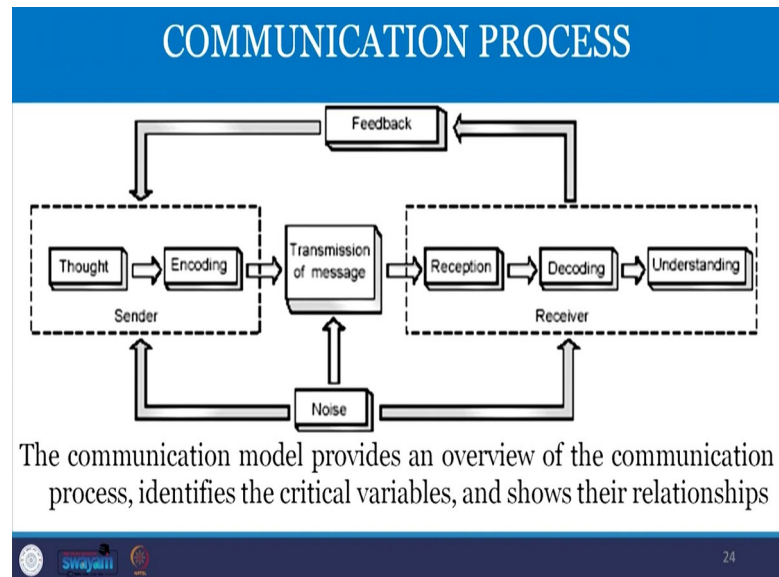
(Refer Slide Time: 26:23)



So, key parts of the communication process are the sender: that is initial message, encoding: translating thoughts to the message, the message: what is communicated, the

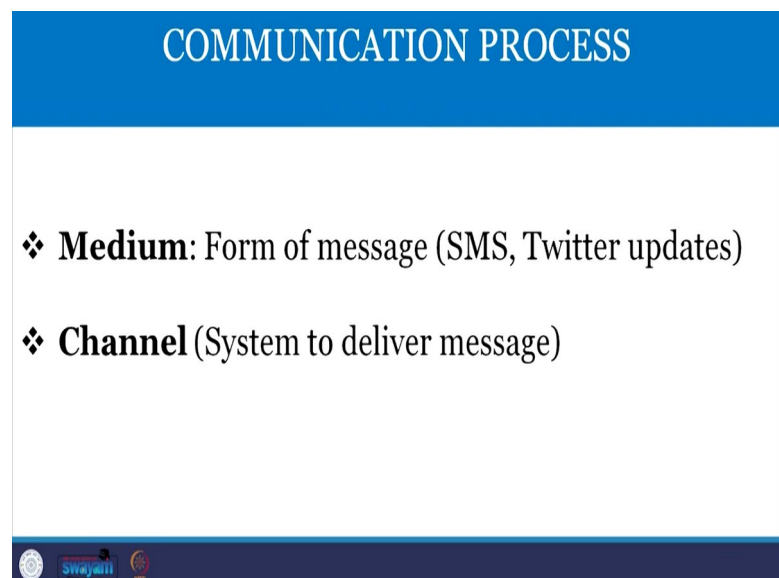
channel: means the medium the message travels through, decoding: the receiver's action in making sense of the message, receiver: is a person who gets the message or message, and noise: is things that interfere the with the message, and feedback: is a written message regarding the initial communication.

(Refer Slide Time: 26:54)



So, it can be understood in a detailed step by step process, and the communication model provides an overview of the communication process, identifies the critical variables and shows their relationship.

(Refer Slide Time: 27:07)



Medium is the form of message, SMS, twitter updates, emails, etcetera. Channel is the system to deliver the message.

(Refer Slide Time: 27:15)

COMMUNICATION PROCESS

Receiver's response:

- ❖ Remembering the message
- ❖ Being able to act on it
- ❖ Motivation to respond
- ❖ Relationship with source
- ❖ Receiver's interest
- ❖ Emotional state
- ❖ Knowledge
- ❖ Communication skills

Receiver's response in the communication process, remember the message, being able to act on it, motivation to spend, relationship with the source, receivers' interest, emotional state, knowledge, and communication skills.

What is decoding? Decoding is highly personal process, and depends on receivers' characteristics, that is, their culture, their individual experience, learning and thinking styles, whether they give emphasis to objective facts or subjective logic, hopes and fears, and even temporary mood. Language usage, personal beliefs, and perception of the receiver, it helps in decoding the message.

(Refer Slide Time: 27:56)

COMMUNICATION PROCESS

Noise is anything--whether in the sender, the transmission, or the receiver--that hinders communication

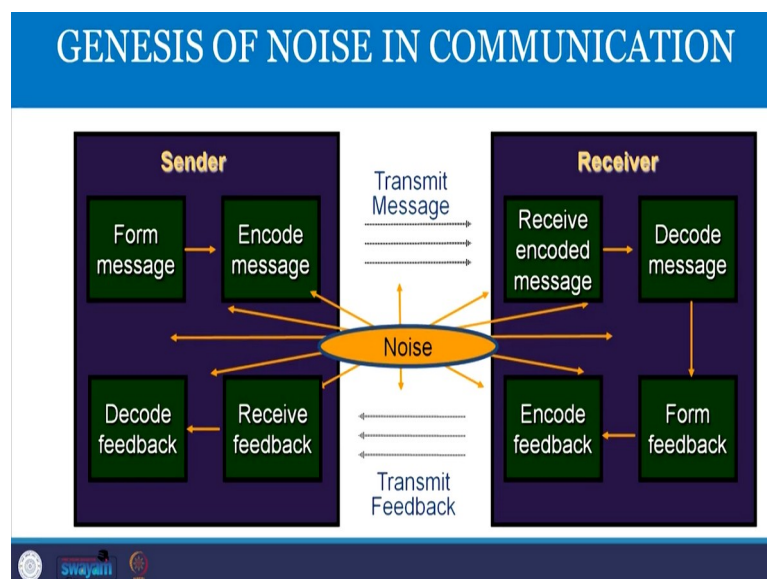
For example:

- ❖ Encoding may be faulty because of the use of ambiguous symbols
- ❖ Transmission may be interrupted by static in the channel, such as may be experienced in a poor telephone connection
- ❖ Inaccurate reception may be caused by inattention
- ❖ A noise or a confined environment may hinder the development of a clear thought

© 2004 H. W. Welch

Noise in the communication process is anything in the sender, the transmission, or the receiver that hinders communication. For example, encoding may be faulty because of the use of ambiguous symbols. Transmission may be interrupted by static in the channel, such as may be experienced by a poor telephone connection. Inaccurate reception may be caused by inattention. And, noise or a confined environment may hinder the development of a clear thought.

(Refer Slide Time: 28:25)



So, Genesis of Noise and Communication. If we can see this process, so their noise can be due to the sender specific noise, the channel specific noise or receiver specific noise. So, with this I would like to conclude this session here. We have discussed communication process, we have discussed the functions of communication, and lastly, we discussed about how noise is generated the genesis of noise.

Thank you.