

Principles of Management
Prof. Usha Lenka
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture - 54
Organizational Communication - IV

Organizational Communication part IV. This lecture will consist of the flow and types of communication and here we will discuss about in details how different directions of communication will result in the flow in the organization. So, the flow of information can be upward, downward, lateral or diagonal as discussed earlier in the part 2 of the communication process.

And then in the we will discuss about hierarchical detail of hierarchical structure and how the communication flows in the organization. And communication flow in organization can be downward, upward, horizontal communication that is between people on the same or similar organizational levels. Diagonal communication involves persons from different levels who are not in direct reporting relationship with one another.

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**COMMUNICATION FLOW IN
ORGANIZATIONS**

- ❖ Downward communication
- ❖ Upward communication
- ❖ Horizontal communication, that is, between people on the same or similar organizational levels
- ❖ Diagonal communication involves persons from different levels who are not in direct reporting relationships with one another

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CHAPTER 17. COMMUNICATION

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Downward communication from the top management to the employees in different hierarchical levels. Upward is like a feedback mechanism generated from the lower level

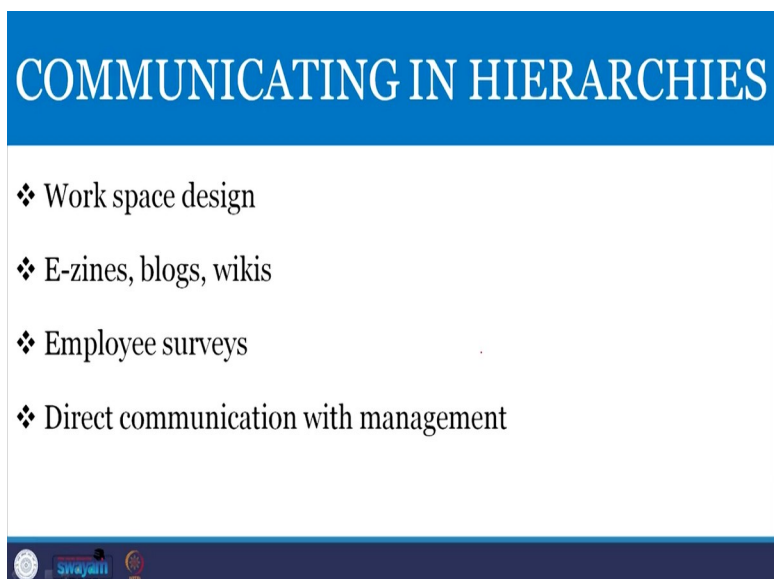
of management to the top management regarding various day-to-day routine feedback or feedback on some kind of project or any operational work.

Horizontal communication is the communication between from one person to another person with the same rank and file or between two departmental or the people having same organizational levels. Diagonal communication is involving persons from different levels like say for example, as we have already discussed the team communication is very important in day-to-day functioning of the contemporary organizations.

So, in a progressive organization there are different types of teams cross functional teams, like quality assessment teams, say problem solving teams, innovative teams or creative teams. So, on various fronts these, there is a diagonal communication occurring because people in the team may not as they are from different functional areas.

So, there would be some managers who are in a very high position in another functional area and they are communicating with a manager who is in a lower rank from different department. So, that is the kind of diagonal reporting or not they are not in direct reporting relationship with one another, but there is a kind of official communication or formal communication formal relationship, formal communication because they are part of the decision making teams.

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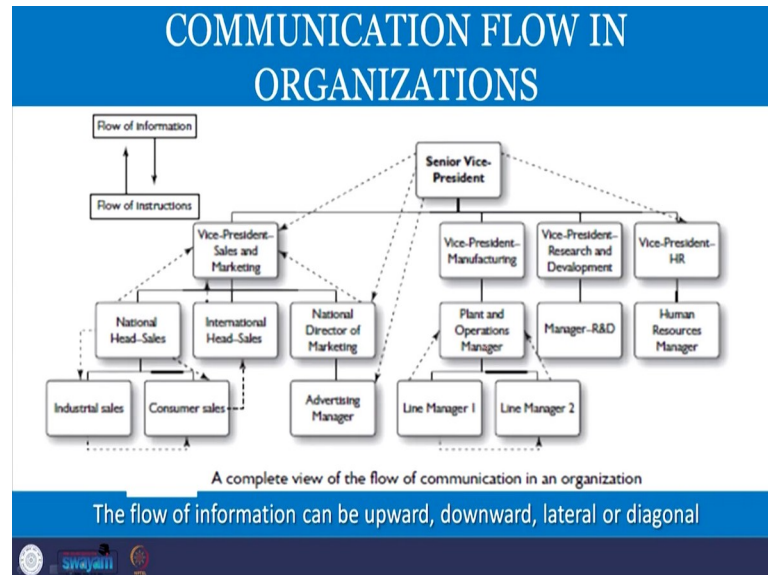
COMMUNICATING IN HIERARCHIES

- ❖ Work space design
- ❖ E-zines, blogs, wikis
- ❖ Employee surveys
- ❖ Direct communication with management

The slide features a blue header with the title 'COMMUNICATING IN HIERARCHIES' in white capital letters. Below the header, on a white background, is a bulleted list of four communication methods, each preceded by a blue diamond symbol. At the bottom of the slide is a dark blue footer containing three small logos: a circular institutional logo, the 'Swayam' logo, and a circular logo with a stylized 'G'.

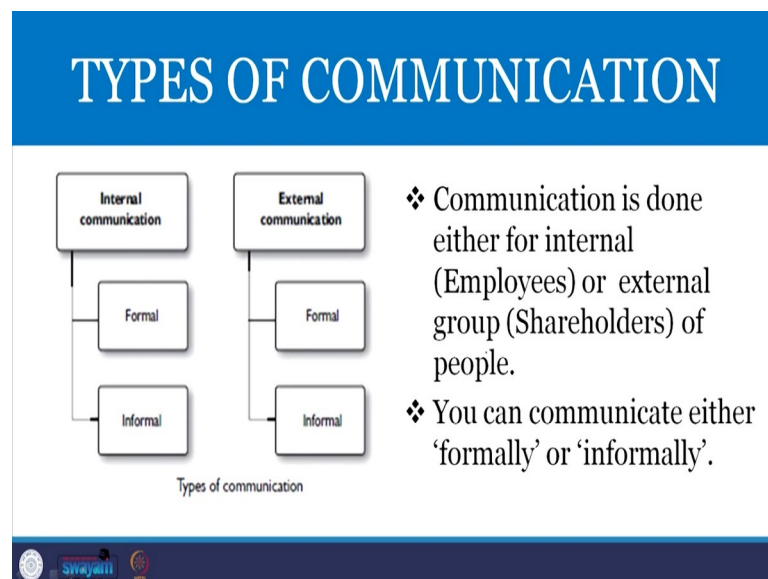
Communicating in hierarchy: Work space designs, E magazines, blogs, wikis, employee surveys direct communication with management.

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As in this diagram we have also seen that there is a communication flow and communication flow within the organization and how people communicate in hierarchies.

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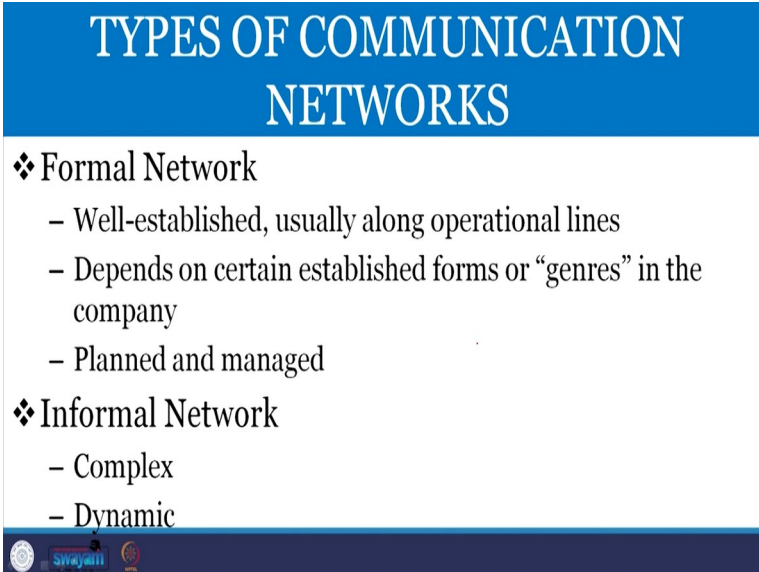
Type of communication there is an internal and external communication. As we discussed earlier broad categories of communication is organizational communication

and managerial communication. Out of that there is a corporate communication will have internal as well as external communication.

Internal means within communication that happens within the organization that is specifically between the people in the organization, employees in the organization. External communication is a kind of communication that an organization has with people outside the organization various stakeholders in the organization.

They could be the relationship or their communication interaction with financial investors, the bankers, the media and public pressure groups and various other people like customers and other stakeholders, it could be the with press. So, the communication with the government machineries so, communication is done either for internal that is specifically for employees or external that is shareholders of or stakeholders and you can communicate either formally or informally.

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TYPES OF COMMUNICATION NETWORKS

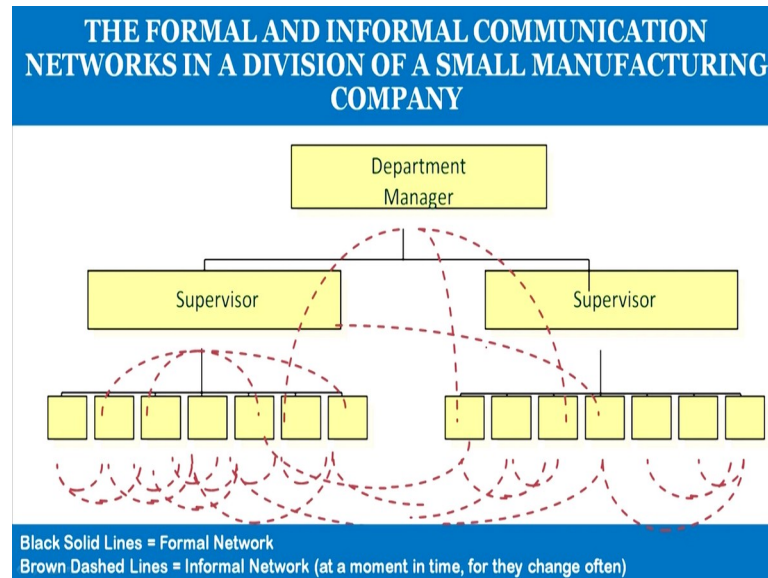
- ❖ Formal Network
 - Well-established, usually along operational lines
 - Depends on certain established forms or “genres” in the company
 - Planned and managed
- ❖ Informal Network
 - Complex
 - Dynamic

What is the type of communication network? Based on the flow of communication there are different types of communication networks formally and informally defined. So, what is formal communication network?

Anything which is guided by the rules and regulations is a formal network. Formal network is well established usually along operational lines it depends on certain

established forms or genres in the company. Planned and managed the formal communication network can be well planned it can be managed efficiently.

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What is an informal network? Informal network is a complex network its dynamic it does not in the formal and informal communication network in a company. In a small or manufacturing company can be exhibited in this manner there are say officially three formal layers in the organization, departmental manager and the supervisor in the supervisors in the next level and the workers in the last level or the level one executives.

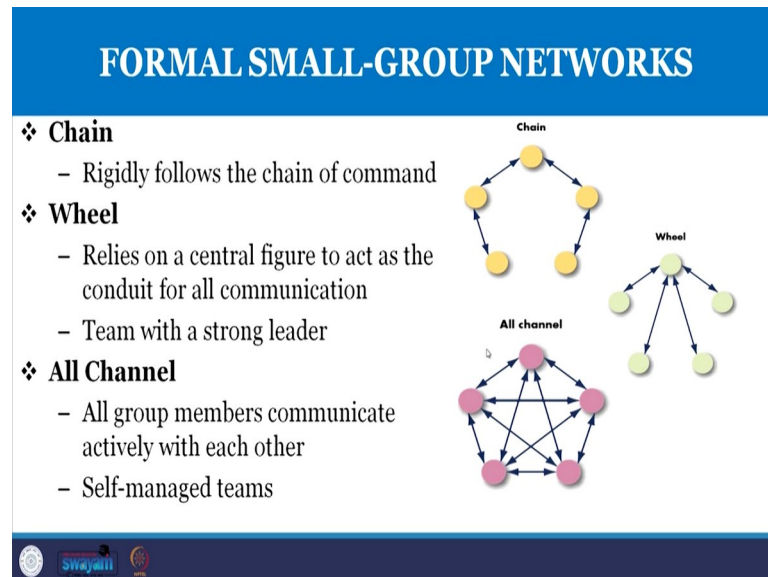
So, if you look at there is a hierarchical communication there is a chain of the hierarchy in and within that there are some dotted lines. The black solid lines are the formal network or formal communication and the brown dashed lines is informal network. At a moment in time for the often change this informal network and what are the various types of communication networks.

Formal communication networks can be vertical, can be horizontal, can be diagonal. Informal communication networks: Informal networks as we earlier discussed grapevine, social gathering, water cooler moments management by wandering around. It is not in any formal authority, but when a manager just walks around to know about the problems.

So, some common communication networks as a result of this the as a result of the formal communication chain the y network, circle, wheel and star network these are

some formal communication networks widely used. What is a formal communication network? How does the chain communication look like? What is a wheel and all channel communication network? Chain communication rigidly flows follows the chain of command the chain of command or the hierarchy.

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Wheel is it relies on a central figure to act as the conduit for all communication. Teams with a strong leader and there is a nodal agency the wheel communication network will be guided by one central or nodal authority through which the communication will flow to all the members in the channel.

So, it is a kind of the communication both the by directional communication between the nodal agency and the other individuals with whom he or she is interacting. All channel is a communication flow where all members can easily pass on information from one to another, all group members communicate effectively with each other and it is like in the case of self managed teams.

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FORMAL SMALL-GROUP NETWORKS			
TYPES OF NETWORKS			
Criteria	Chain	Wheel	All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

Formal small group networks type of networks and what are the criteria? With respect to the criteria like speed, accuracy, emergence of a leader, member, leader members or leader member satisfaction or member satisfaction if we plot these three channel wheel and all channel network, we will see that speed is moderate in chain type of communication network very fast in wheel because the information flow there is flows through nodal agency similarly all channel communication network is also very fast.

In terms of accuracy you can see the chain and wheel has high accuracy as the it information is controlled information is controlled by higher authority or a nodal agency in case of wheel and it is moderate in case of all channel. Emergence of a leader is moderate in chain and high in wheel because there is a one authority, who has access to information and all channel there is no emergence of leadership.

Everybody has equal access to the information and member satisfaction is moderate in chain, but low in wheel because the message is because only one person is empowered with higher number of with access to all information. So, there is low chance of member satisfaction.

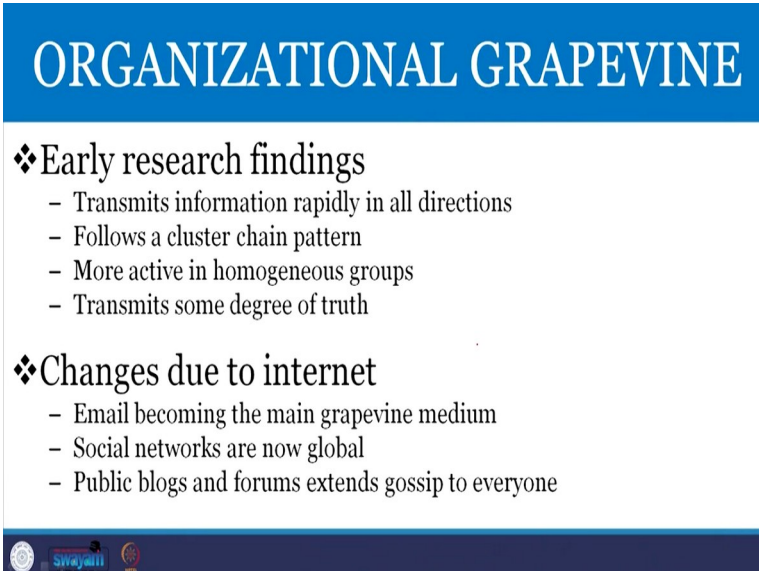
But in all channel everybody is empowered to have or empowered or entitled to have information, all members they feel having access to information. So, member satisfaction is high in case of all channel communication network. Informal communication network

or grapevine what, what is that and how does it help in official communication? Grapevine is a way of expressing ourselves venting out our emotions.

As we discussed emotions if we withhold emotions, it may have adverse consequences. So, there should be some mechanism to vent out your emotions and reinstating the fact that humans are social beings as we know an individual will feel relaxed when there is a; there is a space to vent out your emotions.

It is an informal communication channel that exists across organizations and cuts across all communication all boundaries. So, what is grapevine? Early research findings of grapevine, transmits information rapidly in all directions follows a cluster chain pattern and more active in homogeneous groups.

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ORGANIZATIONAL GRAPEVINE

- ❖ Early research findings
 - Transmits information rapidly in all directions
 - Follows a cluster chain pattern
 - More active in homogeneous groups
 - Transmits some degree of truth
- ❖ Changes due to internet
 - Email becoming the main grapevine medium
 - Social networks are now global
 - Public blogs and forums extends gossip to everyone

The slide features a blue header with the title 'ORGANIZATIONAL GRAPEVINE' in white. The content is on a white background with blue text. It lists two main points, each preceded by a blue diamond icon. The first point, 'Early research findings', has four sub-points. The second point, 'Changes due to internet', has three sub-points. At the bottom, there is a dark blue footer bar containing three small logos: a circular logo on the left, a 'swayam' logo in the center, and a circular logo on the right.

Transmit some degree of truth and it also changes due to internet. E-mails becoming the main grapevine medium, social networks are now global public blogs and forums extend gossip to everyone. So, as we know that there is some technology mediation which can; which has increased the chances of grapevine. E-mails too many emails, emails can be circulated to everybody. So, that also distorts or that becomes a main grapevine medium.


Social networks, social networking sites, blogs they have also made the grapevine that that have led to proliferation of grapevine. And grapevine the major the main


characteristics are they are informal not controlled by management, perceived by most employees as being more believable and reliable than formal communication.

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GRAPEVINE

- Three Main Grapevine Characteristics
 1. Informal, not controlled by management
 2. Perceived by most employees as being more believable and reliable than formal communications
 3. Largely used to serve the self-interests of those who use it
- Results from:
 - Desire for information about important situations
 - Ambiguous conditions
 - Conditions that cause anxiety
- Insightful to managers
- Serves employee's social needs





I will give you one example with respect to that many a times when the formal channel of communication when the management is not able to achieve its objectives through the formal common channel of communication. So, at times it uses grapevine to spread the message and gather or influence the audience.

So, at the time when the VRS scheme was first launched. So, they have the management in those firms which came up with voluntary retirement scheme, because they knew that people would take it as a negative message. So, they sent the message through the unions as a grapevine.

When the message was not formally launched or conveyed the message still had been had percolated to or has been disseminated to the employees through unofficial channels through some people or messengers of messengers who could send the message to the audience and that is called an unofficial medium of grapevine.


And it also helps in getting or in realizing the objectives and fulfilling the objectives largely used to serve the self interest of those who use it. And it results, from desire for information about important situations, ambiguous conditions, conditions that cause anxiety. It is insightful to manager serves employees social needs.

What is the benefit of grapevine? Grape vine fills in missing information from formal sources, strengthens corporate culture, relieves anxiety, signals that problems exist and limitations are distortions might escalate anxiety, perceived lack of concern for employees when company information is slower than the grapevine. How do we reduce grapevine? Announce time tables for making important decisions.

There must be some time table there must be some plan scheduling the plans accordingly according to the timetables can reduce grapevine. Explain decisions and behaviour that may appear inconsistent or secretive decisions like, which may appear to be inconsistent or secretive, emphasize the downside as well as upside of current decisions and future plans. Openly discuss worst case possibilities they are almost never an anxiety provoking as the unspoken fantasy.

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REDUCING GRAPEVINE

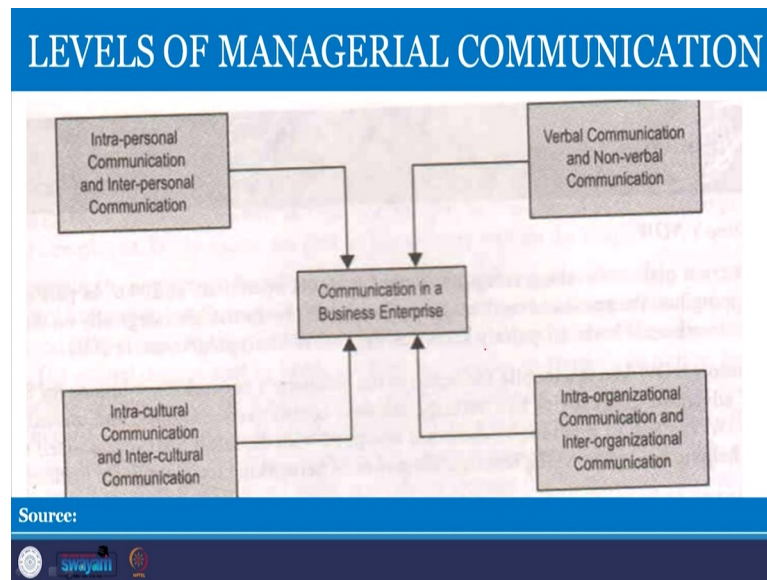


- ❖ Announce timetables for making important decisions
- ❖ Explain decisions and behaviors that may appear inconsistent or secretive
- ❖ Emphasize the downside, as well as the upside, of current decisions and future plans
- ❖ Openly discuss worst-case possibilities—they are almost never as anxiety-provoking as the unspoken fantasy

Source: Adapted from L. Hirschhorn, "Managing Rumors," in L. Hirschhorn (ed.), *Cutting Back* (San Francisco: Jossey-Bass, 1983).

SVKM'S SRMIST

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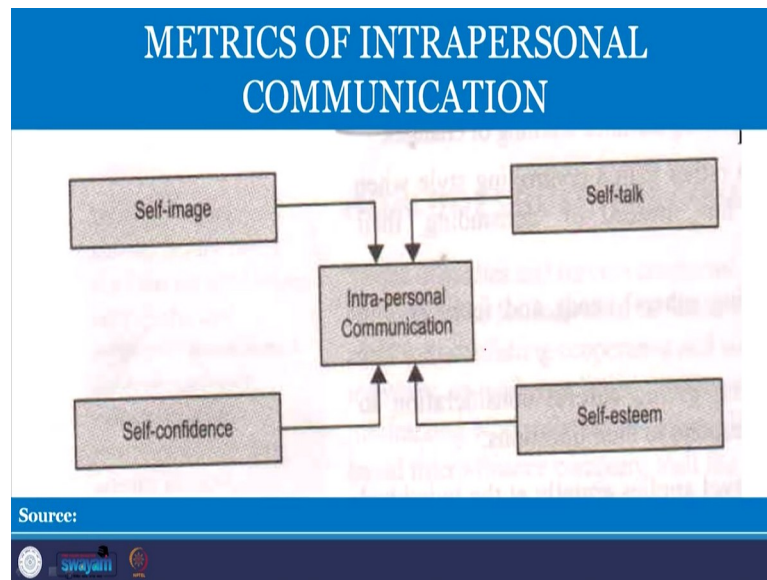
So, levels of managerial communication, intrapersonal communication and what are the various levels communication in a business enterprise. How we will be discussing about various levels verbal communication, non-verbal communication, intra-organizational communication, intrapersonal communication and interpersonal communication.

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Levels of managerial communication: Intrapersonal, interpersonal, group communication, corporate communication intercultural.

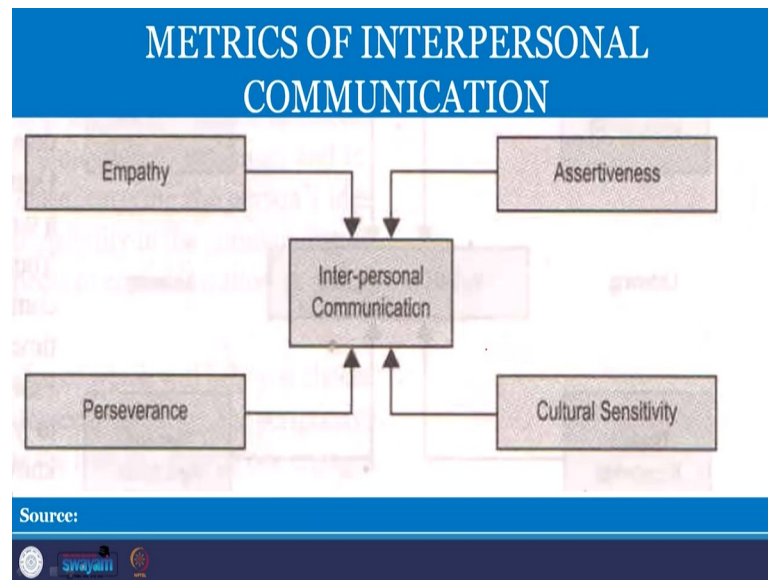
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What are the metrics of intrapersonal communication? Self-image, self-talk, self-esteem, and self-confidence these are intrapersonal means when a person talks to self the person is introspecting many times it so, happens that we talk about communication from the perspective of one to sender to receiver.

But we ignore that communication if can be made effective if a person reflects himself. Understands his own image his own strengths and weaknesses, his self-talk, self-esteem whether the person is able to is having the confidence or sense of self worth assessment of his own self-worth so, that also needs to be understood.

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Then we after a person understands his self then only he can think of correcting the noise from the perspective of the receiver. So, metrics of interpersonal communication consists of empathy, assertiveness, cultural sensitivity and perseverance. What is empathy? How does it help in communication? Empathies, understanding the other person. Assertiveness you should put forth things very firmly.

Cultural sensitivities understanding the other party's cultural belongingness, understanding the or being sensitive towards the cultural sentiments of the other individual so, that we do not speak or write anything offensive which can look offensive, which can also be considered as offensive by the other party.

Perseverance: We should consistently speak perceiver on what we intend to send. The interpersonal communication verbal can be categorized as verbal and nonverbal. What is verbal? Something which comes with words is verbal. Oral communication and written communication are parts of verbal communication oral communication advantages speed and feedback, disadvantages distortion of the message.

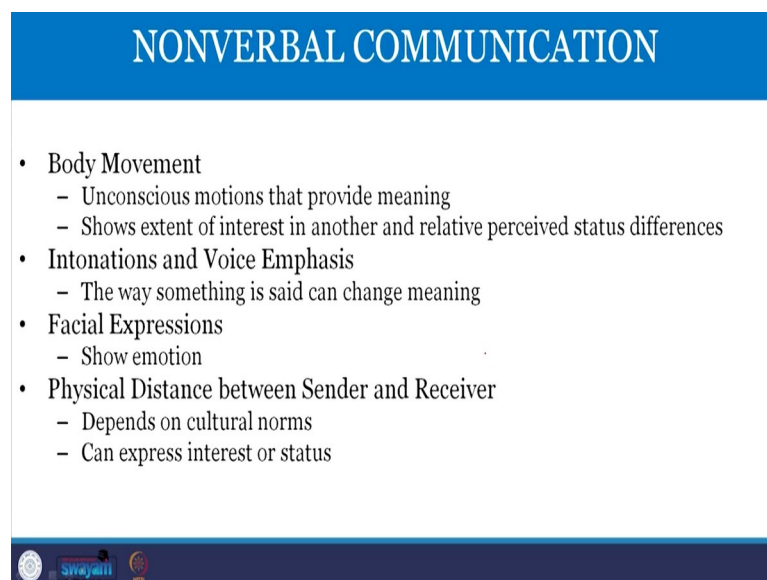
Written communication advantages tangible and verifiable and disadvantage is time consuming and lacks feedback. Nonverbal communication action, special gestures, voice intonation silence etcetera. Transactions it transmits most information in face to face meetings, influence meanings of verbal and written symbols, less rule bound than verbal

communication, important part of emotional labor automatic and unconscious automatic and unconscious.

Nonverbal communication; like body movement, intonations and voice emphasis, facial expressions, physical distance between the sender and the receiver. These factors are very very important as like the verbal communication. If a person does not say anything only silences can also speak more than the words body movement.



So, sometimes the body movement of an individual can give an impression of whether person is energetic or person is satisfied or person is dissatisfied, it can speak about the self of an individual. Unconscious motions that provide meaning shows extent of interest in another and relative perceived status difference.

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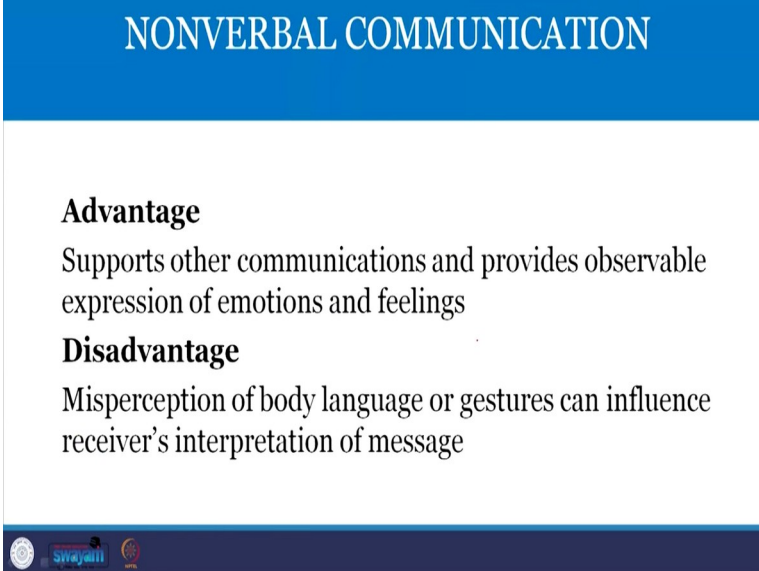
NONVERBAL COMMUNICATION

- Body Movement
 - Unconscious motions that provide meaning
 - Shows extent of interest in another and relative perceived status differences
- Intonations and Voice Emphasis
 - The way something is said can change meaning
- Facial Expressions
 - Show emotion
- Physical Distance between Sender and Receiver
 - Depends on cultural norms
 - Can express interest or status

Intonations and voice emphasis the way something is said the and can said can be can change the meaning. Facial expressions show emotions, physical distance between sender and receiver, depends on cultural norms can express interest or status.

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NONVERBAL COMMUNICATION

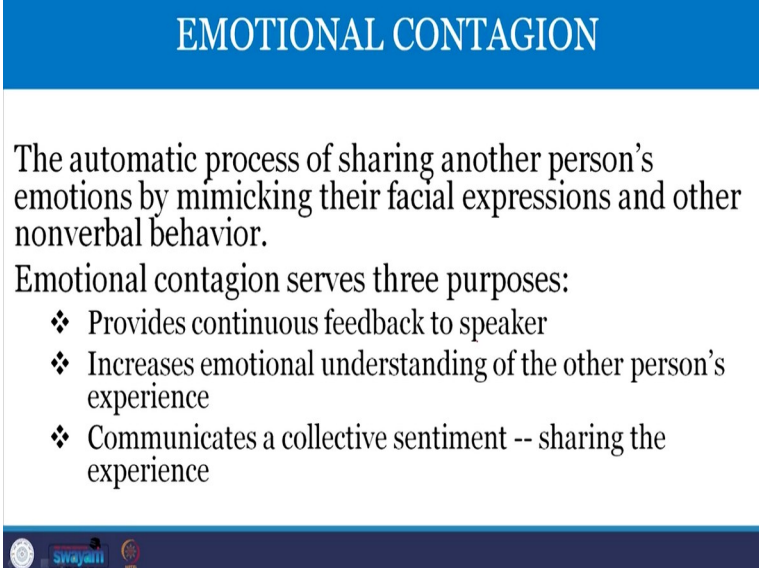
Advantage
Supports other communications and provides observable expression of emotions and feelings

Disadvantage
Misperception of body language or gestures can influence receiver's interpretation of message

Swayam

Nonverbal communication what are the advantages and disadvantages? Support other communication and provide observable expressions of emotions and feeling. Disadvantage is misperception of body language or gestures can influence receiver's interpretation of message.

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EMOTIONAL CONTAGION

The automatic process of sharing another person's emotions by mimicking their facial expressions and other nonverbal behavior.

Emotional contagion serves three purposes:

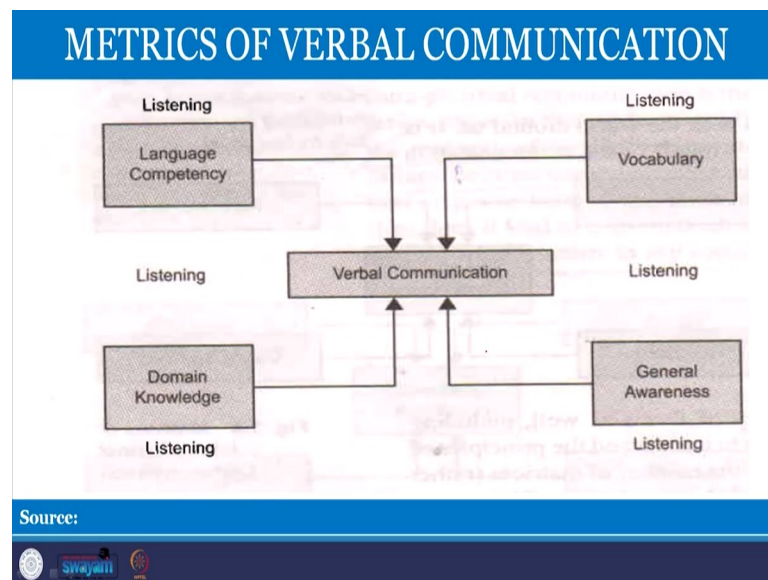
- ❖ Provides continuous feedback to speaker
- ❖ Increases emotional understanding of the other person's experience
- ❖ Communicates a collective sentiment -- sharing the experience

Swayam

So, what we have understood is verbal and nonverbal communication are equal part are equally important for effective communication. So, we must understand all those factors which can make both verbal and nonverbal communication effective. Emotional

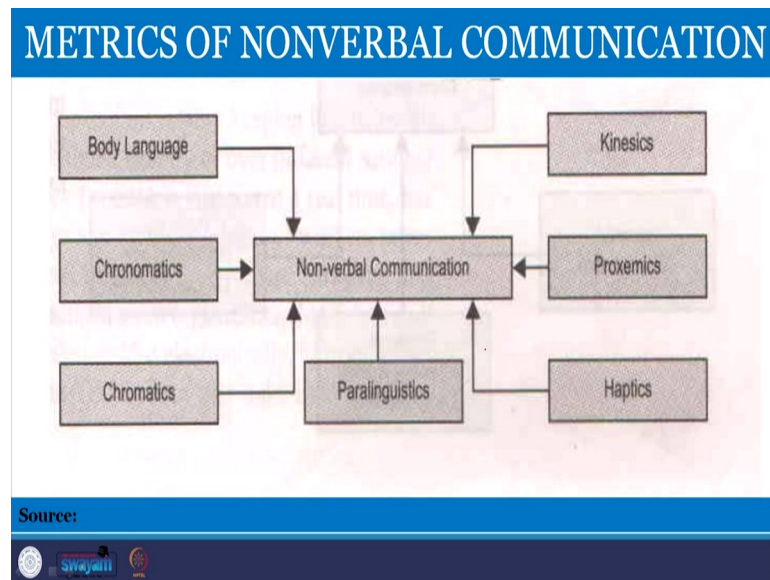
contagion: The automatic process of sharing another person's emotions by mimicking their facial expressions and other nonverbal behavior. Emotional contagion theory states serve three purpose provides continuous feedback to the speaker, emotional understanding of other person's experience.

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It is also called empathizing with the individual, communicates a collective sentiment sharing experience. Matrices of verbal communication are listening skills or language competency, vocabulary and the general awareness and domain knowledge. A person can be effective at verbal communication, when he has language competency when his vocabularies are adapting or when vocabularies are strong enough and general awareness, he is equally good in he is good in general awareness and knowledge domain.

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Matrices of nonverbal communication are mostly kinesics, proxemics, haptics, paralinguistic, chromatics, and body language.

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NONVERBAL COMMUNICATION

- **Kinesics:** Movement (Gesture, hand, head, body movement, facial expressions, gestures, eye contact)
- **Proxemics:** Space
- **Haptics:** Touch
- **Chronemics:** Time (Biological, personal, physical, cultural)
- **Chromatics:** Color
- **Paralinguistic:** Verbal intonation, repetition of words and sentences, pitch of voice

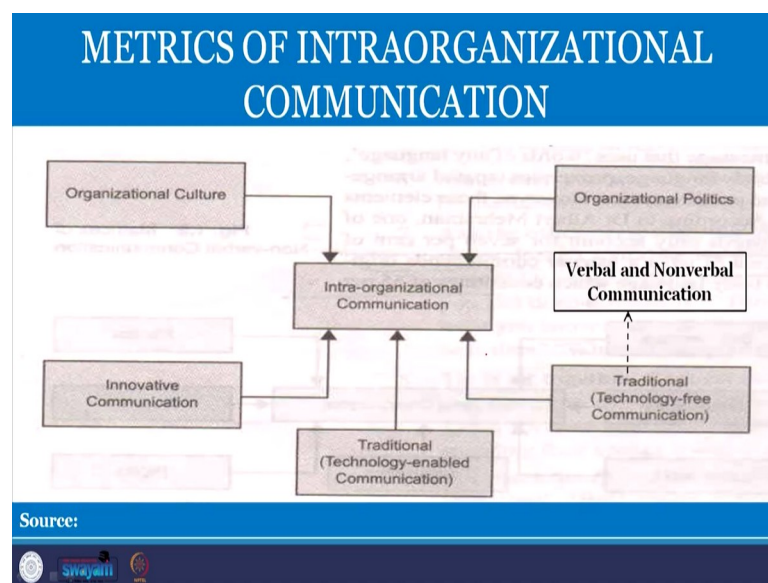
What are these in details? Kinesics means movement, gesture, hand, head, body movement, facial expressions, gestures, eye contact. Proxemics is the space distance between the sender and the receiver. Haptics is touch a sense of touch can also help in say a pat on the back say or touch haptics is emphasizing on the touch.

And chronemics is time biological, personal, physical and cultural. Chromatics is use of color. You must have seen various color codes in traffic lights color coding can also help convey message. Paralinguistics: Verbal intonation, repetition of words and sentences pitch of voice.

If you compare the written and the written and nonverbal text, the verbal intonation is like verbal intonation can make a speech impressive if a if there is a monotonous tone and there is a variation in the pitch and tone of the voice of an individual who of a speaker then that can increase the interest of the speech that can increase the interest of the audience.

Repetition of words is just like it is giving emphasis on important words and pitch of the voice. All these are very important in making effective communication.

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Metrics of intra-organizational communication, organizational culture, then organizational politics, innovation, innovative communication, traditional technology enabled commission, technology enabled communication and technology free communication like verbal and nonverbal communication.

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ELECTRONIC MESSAGES

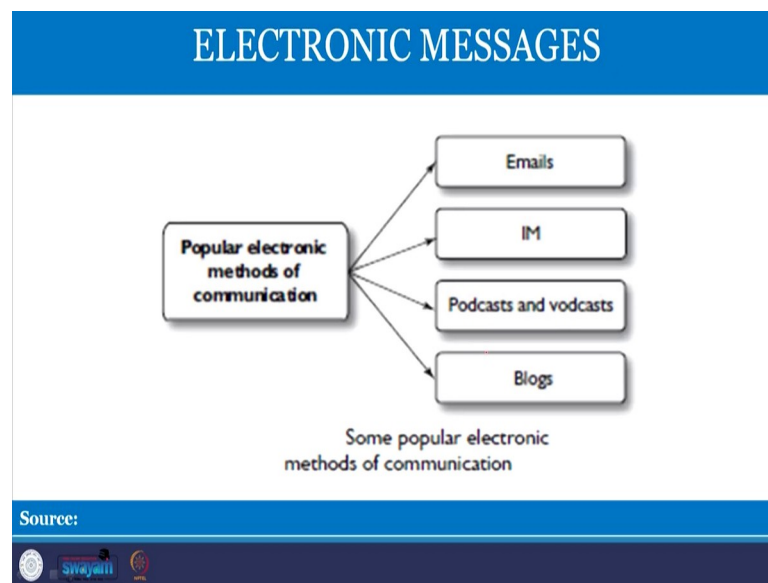
- ❖ Electronic media today presents fabulous opportunities. Customers are coming closer to businesses and CEOs closer to their employees, and the *world seems networked with a variety of options available*.
- ❖ There is *no dearth of communication mechanisms*, with virtually everyone connected through social media such as Twitter and Facebook.
- ❖ At the same time, it has been noticed that *users of the electronic media have become negligent about the etiquettes* observed in formal business communication.

What is the role of electronics messages electronic messages or technology enabled communication? As we know that apart from verbal and nonverbal communication technology enabled communication has become part and parcel of the modern business world. We cannot effectively communicate without the technology mediated communication.

What is a role of electronic messages? Electronic media today presents fabulous opportunities, customers are coming closer to businesses and CEOs to closer to CEOs are also coming closer to the employees and the world seems networked with a variety of options available.

There is no dearth of communication mechanism with virtually everyone connected through social media such as Twitter and Facebook. Twitter and Facebook has become part and partial of the present business environment at the same time it has also be noticed that users of electronic media have become negligent about the etiquettes observed in formal business communication.


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What is electronic message? What are the popular electronic methods of communication? Email, instant messaging, podcast and vodcasts and blogs.

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TECH-ENABLED MESSAGES


- **Electronic Communications: E-mail** 
- Advantages: quickly written, sent, and stored; low cost for distribution
- Disadvantages:
 - Messages are easily and commonly misinterpreted
 - Not appropriate for sending negative messages
 - Overused and overloading readers
 - Removes inhibitions and can cause emotional responses and flaming
 - Difficult to “get” emotional state understood – emoticons
 - Non-private: e-mail is often monitored and may be forwarded to anyone

Tech-enabled messages, Electronic communications: E-mails. Advantages: quickly written, sent and stored; low cost of distribution what are the disadvantages? Messages are easily and commonly misinterpreted not appropriate for sending negative messages overused and overloading readers remove inhibitions and can cause emotional responses

and flaming, difficult to get emotional state understood emotions, non private emails is also often monitored and maybe forwarded to anyone.

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BENEFITS OF E-MAILS



- ❖ Preferred medium for coordinating work
- ❖ Tends to increase communication volume
- ❖ Significantly alters communication flow
 - ❑ Less face-to-face/telephone
 - ❑ More upward communication
- ❖ Reduces some selective attention biases


Courtesy: Admiral Insurance

swayam

Benefits of E-mails: Preferred medium for coordinating work tends to increase communication volume, significantly alters communication flow and less face to face and telephonic more upward communication it reduces some selective attention biases.

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PROBLEMS WITH E-MAILS



- ❖ Communicates emotions poorly
- ❖ Impersonal medium
 - ❑ reduces politeness and respect (flaming)
- ❖ Inefficient for ambiguous, complex, novel situations
- ❖ Increases information overload

Courtesy: Admiral Insurance

swayam

What are the problems with email? Communication emotions poorly, communicates emotions poorly, impersonal medium, reduces politeness and respect inefficient for ambiguous, complex, novel situations, increases information overload.

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OTHER ELECTRONIC COMMUNICATIONS

- ❖ **Instant messaging**
 - ❑ More efficient than email
 - ❑ Allows simultaneous communication events
 - ❑ Real-time communities through clustered communication
- ❖ **Blogging (web logs)**
 - ❑ Seem more personal than large meetings
 - ❑ Empower employees to share information
 - ❑ Ability to archive information

The slide features a blue header with the title 'OTHER ELECTRONIC COMMUNICATIONS'. Below the header, there are two main sections, each preceded by a diamond symbol. The first section is 'Instant messaging', which includes three bullet points: 'More efficient than email', 'Allows simultaneous communication events', and 'Real-time communities through clustered communication'. The second section is 'Blogging (web logs)', which includes three bullet points: 'Seem more personal than large meetings', 'Empower employees to share information', and 'Ability to archive information'. At the bottom of the slide, there is a dark blue footer containing three small logos: a circular logo on the left, a 'swayam' logo in the center, and a circular logo on the right.

Other electronic communications are instant messaging, blogging or web blogs. More efficient instant messaging is more efficient than email allows instantaneous communication events, real-time communicates through clustered communication, blogging and web blogs seems more personal than large meetings empower employees to share information ability to archive information.

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OTHER ELECTRONIC COMMUNICATIONS

- ❖ Forms of “real time” communication of short messages that often use portable communication devices.
 - Explosive growth in business use
 - Fast and inexpensive means of communication
 - Can be intrusive and distracting
 - Easily “hacked” with weak security
 - Can be seen as too informal

- **Instant Messaging**
 - Immediate e-mail sent to receiver’s desktop or device
- **Text Messages**
 - Short messages typically sent to cell phones or other handheld devices

11-37

Other electronic communications are forms of real forms of real time communication of short messages that often use portable communication devices. Explosive growth in business use and fast and inexpensive means of communication can be intrusive and distracting, easily hacked with weak security can be seen as too informal.

What is instant massaging? Immediate e-mails sent to receiver’s desktop or device. Text messaging; short messages typically sent to cell phones or other hand held devices.

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OTHER ELECTRONIC COMMUNICATIONS: NETWORKING SOFTWARE


- Linked systems organically spread throughout the nation and world that can be accessed by a PC
- Includes:
 - Social networks like MySpace® and Facebook®
 - Professional networks like Zoominfo® and Ziggs®
 - Corporate networks such as IBM’s BluePages®
- Key Points:
 - These are public spaces – anyone can see what you post
 - Can be used for job application screening
 - Avoid “overstimulating” your contacts

11-38

And other electronic communication networks linked systems organically spread throughout the nation and the world that can be accessed by a personal computer; includes: Social networks like MySpace and Facebook professional networks like Zoom information and Ziggs, corporate networks such as IBMs, BluePages.

And key points what we have discussed is these are public spaces everyone can see what you post and can be used for job application screening, avoid over stimulating your contacts.

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**OTHER ELECTRONIC COMMUNICATIONS:
BLOGS & VIDEO CONFERENCING**

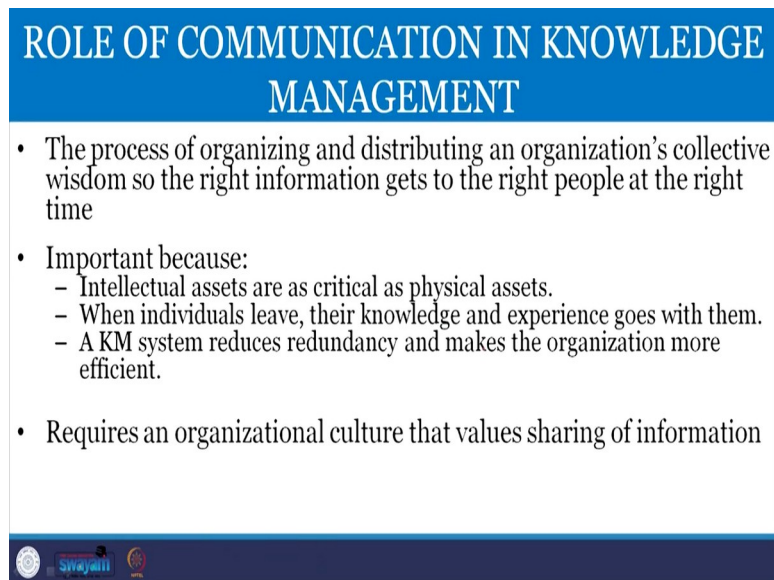
- **Blogs:** websites about a single person (or entity) that are typically updated daily.
 - A popular, but potentially dangerous activity:
 - Employees may post harmful information
 - Such comments may be cause for dismissal
 - No First Amendment rights protection
 - Can be against company policy to post in a blog during company time and on company equipment/connections
- **Videoconferencing:** uses live audio and video Internet streaming to create virtual meetings.
 - Now uses inexpensive webcams and laptops in place of formal videoconferencing rooms

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Other forms of communication like blogs and video conferencing, blogs websites about a single person that are typically updated daily a popular, but potentially dangerous activity, employees may post harmful information such comments may be may cause maybe cause for dismissal.

No first amendment rights protection can be against company policy. Video conferencing uses live audio and video Internet steaming, streaming to create virtual meeting and use, now use inexpensive web cams and laptops in place for formal videoconferencing rooms.

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ROLE OF COMMUNICATION IN KNOWLEDGE MANAGEMENT

- The process of organizing and distributing an organization's collective wisdom so the right information gets to the right people at the right time
- Important because:
 - Intellectual assets are as critical as physical assets.
 - When individuals leave, their knowledge and experience goes with them.
 - A KM system reduces redundancy and makes the organization more efficient.
- Requires an organizational culture that values sharing of information

At the bottom of the slide, there are three small logos: a circular logo on the left, a logo with the word 'Swayam' in the center, and a circular logo on the right.

Role of communication in knowledge management: So, as we have discussed several forms of communication verbal, nonverbal communication written and oral communication and mediated technology mediated communication and all these forms of communication are useful, beneficial in the workplace in forms of knowledge, management and dissemination. So, what is the role we will be discussing about now how communication helps in knowledge management?

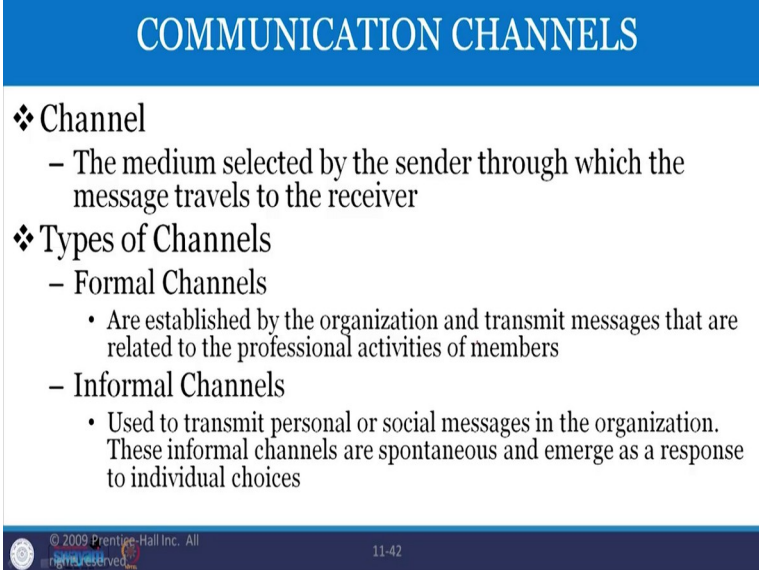
So, the knowledge which is present in the organization in terms of documented and undocumented form or explicit or implicit form need to be communicated from one place to another which will be used for in future reference for building the body of knowledge. The process of organizing and distributing an organizations collective wisdom so, that right information gets to the right people at the right time.

And important because intellectual assets are as critical as physical assets when individual leaves their knowledge and experience goes with them. What happens? As we know that there is a huge attrition going on in the workplace because of opportunities in the industry opportunity available with another firm. So, also because of retirement people are leaving organizations and a huge amount of information or knowledge goes along with them.

So, in order to have, in order to trap, in order to deposit the valuable information which is leaving the organization there is a provision for knowledge management system and

communication plays a major role in knowledge in procurement of knowledge in depositing or in documentation of knowledge organizational knowledge. When individuals leave their knowledge and experience goes with them, knowledge management system reduces redundancy and makes the organization more efficient requires an organizational culture that values sharing of information.

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COMMUNICATION CHANNELS

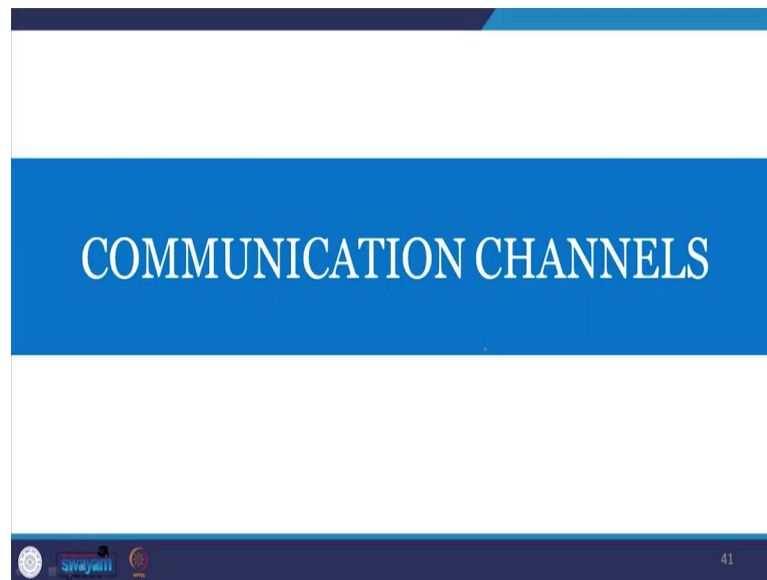
- ❖ Channel
 - The medium selected by the sender through which the message travels to the receiver
- ❖ Types of Channels
 - Formal Channels
 - Are established by the organization and transmit messages that are related to the professional activities of members
 - Informal Channels
 - Used to transmit personal or social messages in the organization. These informal channels are spontaneous and emerge as a response to individual choices

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So, next we will be discussing about what is communication channel? Types of communication channel formal and informal channel. Channel is the medium selected by medium which is selected by the sender through which the message travels to the receiver.

Types of channels and formal channel that is are established by the organization and transmit messages that are related to the professional activities of members. In formal channel the used to transmit personal or social messages in the organization these informal channels are spontaneous and emerge as a response to individual choice.

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So, we will be discussing about the communication channels in the next lecture, but before that what we have discussed so far, we have discussed about how communication various forms of mediated communication, networks of communication, types of communication and their role in knowledge management system.

So, with this I would like to conclude the lecture here how communication, formal and informal communication and helps in managing knowledge effectively in the organization.

Thank you.